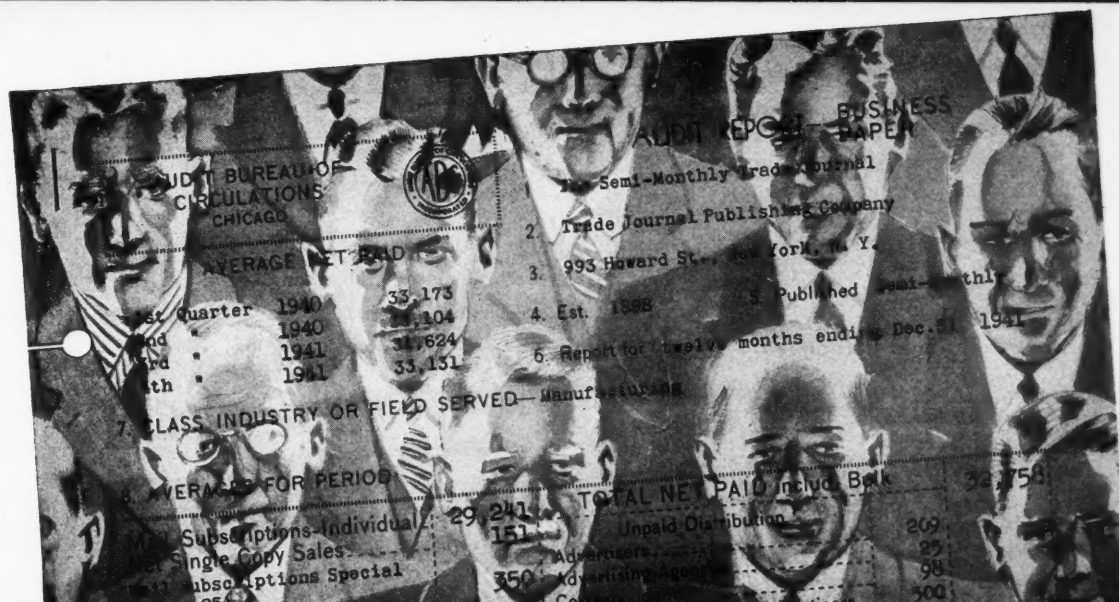


The NATIONAL UNDERWRITER

Life Insurance Edition



Advertisers—See what you buy!

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The NATIONAL UNDERWRITER

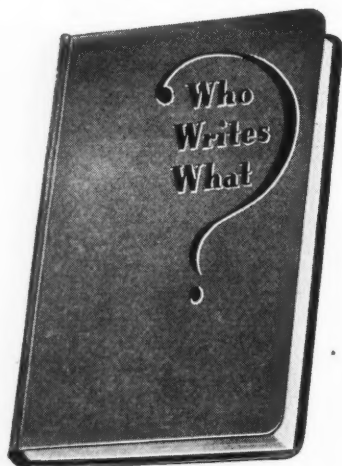
Member of the Audit Bureau of Circulations



Ask for a copy of our latest A. B. C. report

A. B. C. = AUDIT BUREAU OF CIRCULATIONS = FACTS AS A MEASURE OF CIRCULATION VALUES

FRIDAY, NOVEMBER 20, 1942



New Up-to-date Edition
Ready in January

**TYPICAL QUESTIONS
ANSWERED
by "Who Writes What?"**

- Who writes temporary annuities?
- What companies take older ages?
- Where shall I place that sub-standard or aviation case?
- Who writes "pension trusts"?
- What companies take overweights?
- Where can I get coverage for that wealthy woman?
- Who will write the combination single premium and annuity contract?
- What companies write group annuities?—term to 65?—5 pay life?
- Where can I get a deferred survivorship annuity?—5 year endowment?
- Who uses graded death benefits on sub-standard?
- What companies write mortgage protection with reducing coverage?
- Where can I place that salary savings or hospitalization case?
- Who writes long term contracts—yearly renewable term—men above 65?
- What companies allow the beneficiary to elect more than one settlement option?
- Who takes 10 years' advance premiums?—retains substantial amounts?

AND MANY, MANY OTHERS!
Order yours today!

**Mail this Coupon
for Yours
NOW!**

Announcing the New Improved

1943 Edition of

"Who Writes What?"

The old bothersome problems of where to place brokerage and surplus line cases were, to a very large extent, solved by publication of the first edition of "Who Writes What?", last winter. It proved extremely popular. Filling a long felt need, this novel reference book enables one to *quickly* find what he wants to know—without wasting a lot of time 'phoning, writing or "hunting around."

No Need to "Hunt Around"!

With "Who Writes What?" you simply consult its comprehensive topical index for the subject in question and then turn to the section indicated. There you find, *in one place*, all the companies that write the contract you are looking for. The same applies to the rules in accordance with which the risks will be accepted.

Many Important Changes

War and the related problems have caused rapid and widespread changes in all phases of this important subject—so that the original edition has now gotten seriously out of date. Therefore, in response to many requests (and advance orders) we are now preparing a new up-to-date "Who Writes What?" for 1943, to be published early in January. It will incorporate many valuable suggestions made by enthusiastic subscribers and consequently will be *much more useful and comprehensive* than the "pioneer" edition.

You May Order "On Approval"

Space limitations prevent full description but the adjoining questions illustrate the scope and uses of the new 1943 "Who Writes What?" With it you will be equipped to quickly answer hundreds of similar, puzzling questions. To assure prompt delivery of the new edition, place your order now. Single copy price \$2.50. You may order "on 10-day approval". Send in your order, today.

Send me on "ten-day approval", as soon as ready

cop New 1943 "Who Writes What?"

☐ Check attached

☐ Send C.O.D.

☐ Charge to my account

Name Title

Company

Address

City State

Mail to **The National Underwriter Co., Statistical Division**
420 East Fourth Street Cincinnati, Ohio

The NATIONAL UNDERWRITER

Forty-sixth Year—No. 47

CHICAGO, CINCINNATI, NEW YORK AND SAN FRANCISCO, FRIDAY, NOVEMBER 20, 1942

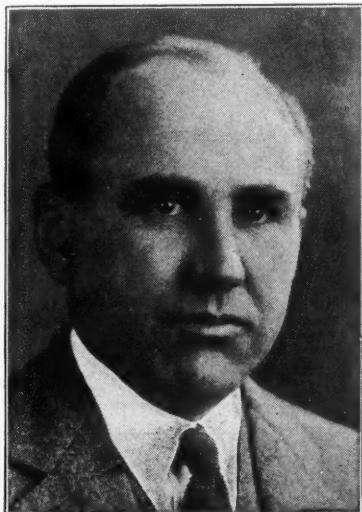
\$3.50 Year, 20 Cents a Copy

Agency Executives Gain Courage

Agency Heads Want Sound Basis for Courage Today

Holcombe Tells Agency Executives Paramount Needs of the Managers

John Marshall Holcombe, Jr., manager of the Sales Research Bureau, gave a stirring message to agency executives on the relationship of the agency officer to the manager and general agent in war days. He addressed the joint meeting of the Sales Research Bureau and Agency



J. M. HOLCOMBE, JR.

Officers at the Edgewater Beach in Chicago.

Above all, Mr. Holcombe said that no agency officer can give a manager that confidence which he so urgently needs until his own reservoir is filled to overflowing with it. Heads of agencies do not want blind optimism; they want a sound basis for courage. They want specifics for themselves and their agents; they do not want conventions but they do want carefully planned and directed schools and conferences for managers. They want men from the home office who will go to their agencies and talk from knowledge of field conditions as they exist today.

Don't Need Technical Aid

There are countless things that cause worry to managers and on which they need the intimate guidance of agency

(CONTINUED ON PAGE 24)

Still Possible to Get New Men, But Should Act Now

L. W. S. Chapman Gives Message to Agency Officers-Research Bureau

The solution of the problem to war time agency building is to be found in the realization that life insurance distribution can and will go on, that the orderly acquisition of new man-power can and will continue and that results will accrue to the manager who follows a charted course, is guided by proven principles and chooses his agents with a degree of selectivity heretofore unnecessary and perhaps unknown. This message was given those attending the Life Agency Officers Research Bureau meeting in Chicago by L. W. S. Chapman, consultant of the bureau.

The new organization job is much the same in time of prosperity, in time of depression, in time of war and in time of peace and the recruiting problem while always difficult is never insoluble, the speaker said.

Time May Be Short

The time remaining, however, for adding new man-power may be short. The possibility must be faced of a man-power freezing order similar to that which has been evoked in Canada. Contrary to common belief and to other published statistics, Mr. Chapman asserted that the rate of man-power loss in agencies has not increased, at least it had not increased up to Aug. 1 of this year. The rate of termination for full time ordinary contracts has remained at about 36 percent over the past six years. During the 12 months ended Aug. 1, 5.7 percent of the full time agents left to go into active military service and that includes not only canceled but also suspended contracts. Cancellations and suspensions due to agents entering war industry account for 2 percent while terminations due to assumption of civilian government jobs amounted to only .4 percent. All other terminations totaled 28.6 percent. These figures were based on the records of more than 60 companies selling ordinary insurance only.

Lose Good Producers

Mr. Chapman expressed the belief, however, that there has been a marked increase in the production loss from terminations since the Pearl Harbor attack. Normal losses were due to death, promotions, retirements and failures. The 1942 losses include an abnormal proportion of successful men and that is probably the reason the business is more acutely conscious of turnover today.

There are highly encouraging indications insofar as new-man results are concerned. Although there were recruited last year but two-thirds as many men as were hired four years ago, the average production per new man in his

(CONTINUED ON PAGE 24)

Idea That Recruiting Is "Out" Is Fatal, Boileau Says

The idea that recruiting is "out" for the duration is fatal to a general agent; this is no time to quit but rather it is a time to challenge, those attending the meeting of the Life Agency Officers and Research Bureau at the Edgewater



WALLIS BOILEAU, JR.

Beach Hotel in Chicago were told by Wallis Boileau, Jr., second vice-president of Penn Mutual Life.

The test of a general agent's management is how well he can get along in an emergency and not how deep he can crawl in a hole until the storm blows over, the speaker declared.

Mr. Boileau admitted there is a possibility if not a probability in the near future that this country may face a situation like that which confronts the Canadians under their governmental man-power regulations. The imminence of such regulations in this country is one more reason why the general agent must act now.

Do 1943 Recruiting Now

In the latter part of October, Penn Mutual Life urged every general agent to do his 1943 recruiting in the last two months of this year. When and if the day arrives when the hands of general agents and managers are definitely tied by governmental restrictions the agency heads will face it with the same courage and intelligence as are exhibited by the Canadians but until that day comes it is the responsibility of agency officers to remember that the institution of life insurance was built by the agency organi-

(CONTINUED ON PAGE 24)

Chicago Parley Gives Confidence to Leaders

Eyes Bureau and A.L.A.O. Wartime Difficulties in Positive Spirit

The convention of the Association of Life Agency Officers and Life Insurance Sales Research Bureau at the Edgewater Beach Hotel, Chicago, this week was decidedly one convention that needed to be held. It was necessary at this time for the agency department leaders of the country to take courage from each other, to have their convictions cemented, to trade information on wartime operations and to form what might be termed an agency wartime front. With production sagging, solid producers and agency heads leaving for armed service or war industry, with mileage rationing ahead, with a great deficiency in recruiting activities, with the possibility of job freezing apprehended, with Harry Hopkins writing that 300,000 insurance employees will be summoned to war production and with the essentiality of the agent and even, indeed, the industry being questioned, the messages from the platform were followed intently and perhaps there has never before been such a powerful program offered to the group, in point of actual, immediate contribution to stamina.

There was provided a wealth of real information and also there was provided reasoned and heartening expressions of faith in the ability of the business to carry forward its mission in days of war. Over and over again the speakers summoned the agency executives to assume uncommon leadership, to hold the torch high and to resist at every point any tendency to surrender. There was no disposition on the part of the speakers to underrate the difficulties, but at the same time there was no speaker who indicated by word or manner any suggestion that the difficulties are such as to force a black out or even a dim out. Dozens of agency executives were definitely strengthened during the week and their improved morale will certainly be communicated to agency heads and salesmen throughout the country.

A disappointment of the week was the inability of George L. Harrison, president of New York Life and chairman of the coordinating committee, to attend and give his scheduled address. He was to have been the opening speaker at the first session Tuesday afternoon.

New directors of the Research Bureau are Ray P. Cox, vice-president of California-Western States Life, who has been on the board filling a vacancy and was reelected for a full term; Wendell

(CONTINUED ON PAGE 13)

Hanselman Tells Union Central's Wartime Program

Wendell F. Hanselman, vice-president of Union Central Life, in addressing the gathering of the Life Agency Officers and Research Bureau, outlined the wartime program of his company.

During the first quarter of 1942 Union Central's business was good. In April it began to slip and May was a very poor month. In order to get at the bottom of the problem the management made an analysis of the organization and sources of business. The average production per agent of the full-time agents left with the company on May 31 was 22 percent higher for the first five months of 1942 than for the same period of 1941. The trouble with production was that in a period of 16 months the company had lost 30 percent of its full-time agents. Seventy percent of the loss in manpower was caused by agents entering the armed forces or war industries.

There was every indication that the loss of manpower would increase as the war progressed. Many of those agents who remained were confused and discouraged so that their production was likely to decline, and recruiting activities were practically at a standstill.

Discarded Old Plans

Union Central discarded all the plans it had made prior to Pearl Harbor and began building a new agency program. When the program was completed the managers were assembled during the summer in groups of eight or nine and they were apprised of the program.

Each meeting lasted 2½ days. Each meeting was opened with the statement that its purpose was to lay down an agency program for the duration. They were told the program was for a five year duration.

"We said that nobody knows when the war will end and we can't afford to make plans for a short war and have our plans run out before the war is over. We are laying down a five year

program and we don't expect to change it every time we read in the papers that we have won or lost a battle."

Then there was a discussion of the importance to the nation of keeping the agency system alive and the obligation of the agency manager in this situation.

Announce Two Objectives

Then the two objectives of the program were announced: To increase the average production of each agent and maintain it at higher than peacetime levels and to recruit new organization in numbers sufficient to fill in the war gaps and expand the services to help meet the increased needs of the life insurance market.

Union Central presented a war market analysis. The average agent specializes on one section of the market, with the result that when this particular section of the market folds up, as far as he is concerned, the entire life insurance business has collapsed. The manager must point out to him that while part of the market has curled up there are other parts that are better than before and that something new has been added.

The pre-war market for the ordinary salesman consisted chiefly of executives, merchants, manufacturers, professional men, capitalists, teachers, businesses, some farmers and the upper group of white collar workers.

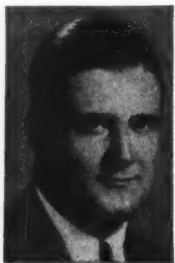
Examine What Is Left

What is left of this market?

First is the man who is making as much as he used to, but who says that with higher income taxes and higher cost of living he can't add to his program. Such a man needs more insurance today because of higher taxes and higher cost of living. Perhaps he can't be sold permanent insurance in his present financial circumstances, but why not use some of his emergency dollars to buy a term policy to cover the period of the present emergency?

Then there are those who have enjoyed such a large increase in income that even after deducting income taxes, they still have more net income than last year. There are many goods and services no longer available for purchase and these prospects actually have more money to spend for life insurance than

(CONTINUED ON PAGE 26)



W. F. Hanselman

Coast Actuaries Elect Herfurth as President

The Actuarial Club of the Pacific, composed of company and consulting actuaries in the 11 far western states, at its annual meeting at Del Monte, Cal., elected these officers:

President, Carl E. Herfurth of Coates & Herfurth, consulting actuaries, Los Angeles; vice-president, Floyd Young, assistant actuary Western Life, Helena, Mont.; secretary, E. M. MacRae, assistant actuary Occidental Life, Los Angeles.

President Lawrence Cathles of North American Life Reassurance, New York, was elected an honorary member. Twenty-three members were in attendance.

The members spent considerable time in discussing the proposed changes in non-forfeiture and valuation clauses as recommended by the Guertin committee. Those present felt that these proposals had a great deal to recommend them but it was also contended that because of the great amount of technical work that would be involved it would be unwise to attempt to make the changes now while the companies are working under the handicap of a shortage of experienced personnel. Furthermore there are certain technical obstacles to the adoption of the new table by companies using the Illinois standard basis of valuation. A formal paper was presented on the subject by G. E. Cannon, assistant actuary of the Oregon Mutual Life.

The present shortage of medical examiners led to a discussion of the desirability of relaxing somewhat on rules for non-medical business. Although about two-thirds of the companies questioned on the subject are liberalizing their rules they emphasize that this must be done with extreme care because of the known fact that mortality on non-medical business increases sharply at ages above 40.

Discontinues Trophy Competition

Manufacturers Life has discontinued the president's trophy competition, due to the international situation. The trophy will remain in the possession of the Near East branch, which is entitled to permanent possession of the original trophy, by winning it in three consecutive years 1939-1941.

Need Clarification of Agent's Status, Rutherford Asserts

If Field Man's Place Is Defined, Mileage Problem Will Be Settled

Close attention was given by those attending the Chicago gathering of the Life Agency Officers and Research Bureau to the significant words of James E. Rutherford, executive vice-president of the National Association of Life Underwriters, on what the field force expects of the companies these days in the way of leadership. His message had obviously been weighed carefully and contained implications of the utmost importance.

For one thing Mr. Rutherford said the field forces admire the work and objectives of the various company organizations such as Institute of Life Insurance, Life Agency Officers, Life Presidents, American Life Convention, Research Bureau, etc., but they believe that the time has arrived when the business should act and speak decisively as a unit for the institution of insurance. Mr. Rutherford seemed to indicate a belief that some consolidations of company organizations might be in order.

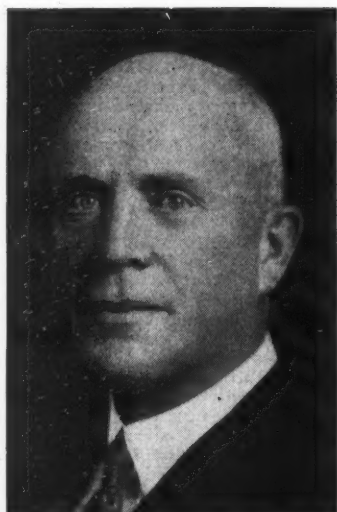
Need Simple Organization

Mr. Rutherford said the N.A.L.U. respects the fact that the life insurance coordinating committee is not able to plead the cause of life insurance or to represent the business before government boards and bureaus or legislative assemblies. But, he said, there is a great need for an organization representing the entire industry that can speak and act decisively. There is no common front and there must be one.

The fieldman needs above all to have some clarification of his status in the war economy. He is ready to take his place in the armed forces when needed and if he can make his maximum con-

(CONTINUED ON PAGE 26)

IMPORTANT FIGURES AT MEETING OF A.L.A.O. AND L.I.S.R.B.



J. G. PARKER

J. G. Parker of Imperial Life presided at the Wednesday session of the Research Bureau in Chicago. He is the retiring vice-chairman of the board of the



C. O. FISCHER

bureau. Ford D. Albritton, Great Southern Life, the chairman, did not attend.

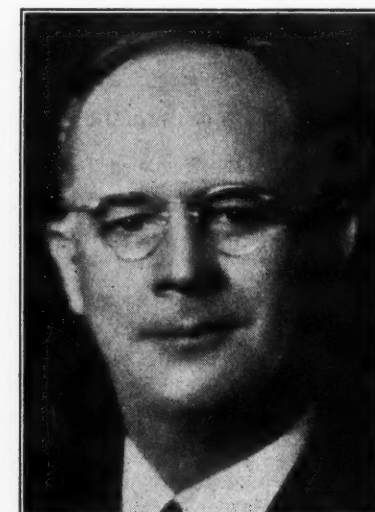
C. O. Fischer, vice-president of Massachusetts Mutual is the newly elected



JOHN H. EVANS

chairman of the directors of the Research Bureau.

John H. Evans of Ohio National Life, outgoing chairman of the Life Agency



S. T. WHATLEY

Officers, presided Thursday morning. S. T. Whatley, who has been the vice chairman, now becomes chairman of the A. L. A. O. directors.

Commissioners' Rally Advanced to Nov. 29-Dec. 1

Suggest Company People Not Attend Except on Specific Business

COLUMBUS, O. — Discussing the change of dates for the mid-year convention of the National Association of Insurance Commissioners in New York, from Dec. 6-9, to Nov. 29-Dec. 1, John A. Lloyd, Ohio superintendent and chairman of the executive committee, said the action was taken after a conference between a representative of the association and the ODT. The reallocation of dates reduces the number of days of the meeting from four to three and it is possible that night sessions may be held. The commissioners of Zone 4, in session at Des Moines, had suggested that the chairman of the executive committee investigate the advisability of a change in dates.

John Sharp Williams, III, commissioner of Mississippi and president of National association, and Mr. Lloyd, who had conferred with him before making the announcement, have prepared a statement reading as follows:

"The National Association of Insurance Commissioners will meet in the Pennsylvania Hotel, New York City, Nov. 29-Dec. 1. The executive committee will hold its first session the afternoon of Nov. 29.

Considered Postponement

"Because of the transportation problem produced by heavy wartime travel, the executive committee considered postponing this meeting of the National association, and it did become necessary to change the dates from those originally set. After careful deliberation of the question of postponement the committee decided that it is advisable to hold the meeting in order that the insurance commissioners of the various states and their departmental associates may have the opportunity to consider and act upon the many important problems produced by and related to the war, affecting the policyholders of insurance companies and the business of insurance. It was, therefore, decided to hold the meeting and to eliminate all entertainment features, confining the deliberations exclusively to working sessions of committees and of the association.

"Attendance at National association meetings is made up of two large groups of people. First, there are the commissioners and their associates in the various state insurance departments and, second, there are insurance organization and company people who, because of their intense interest in the conduct of the business, have formed the habit of attending meetings of commissioners. At the risk of seeming presumptuous, which we have a desire to avoid, we are issuing this joint statement to suggest to insurance organizations and company people that unless they have specific business with the association or with some of its committees, they refrain from traveling to New York in order to attend the meeting. If this suggestion is adopted, the travel back and forth across the country incident to the meeting will be greatly reduced, which will prove beneficial to the carriers to which transportation for military purposes is becoming an increasingly difficult problem. We know that the insurance industry will accept this suggestion in the spirit in which it is offered."

A luncheon will be tendered visiting

Hoyer Is President of John Hancock C.L.U.s

The John Hancock Mutual C. L. U. chapter has elected the following officers for 1943: President,

Ralph W. Hoyer, Columbus, O., general agent; secretary-treasurer, Arthur H. Dalzell, manager department of field training, Boston; director first zone, Howard H. Cammack, Charleston, W. Va., general agent; director second zone, Ricks Strong, Dallas general agent; director third zone, Harold E. Holly, supervisor of field training, Burbank, Cal.

President Hoyer is a trustee of the National Association of Life Underwriters.



R. W. Hoyer

officials by New York insurance interests Nov. 30. Those desiring tickets should address A. N. Butler, chairman committee on arrangements, 92 William street, New York.

A guest speaker for the general luncheon has not yet been secured. Members of the committee on arrangements, in addition to the chairman, A. N. Butler, vice-president Corroon & Reynolds, are: H. P. Dunham, vice-president American Surety; C. W. Fairchild, general manager Association of Casualty & Surety Executives; R. J. Sterrett, vice-president Equitable Society; J. S. Phillips, chairman Great American Indemnity; C. G. Taylor, vice-president Metropolitan Life, and Orville Davies, vice-president General Exchange.

The Illinois department will hold open house Nov. 28 at the LaSalle Ho-

Advances to Agents Held Exempt

Chicago Federal Reserve Bank Agrees to Interpretation

Advances to agents by life managers and general agents, if they are not specified to be repaid in two or more scheduled payments will be considered business loans and as such exempt from regulation W pertaining to consumer credit, as a result of agreement of officials of the Chicago Federal Reserve Bank after conferences with life insurance representatives. The New York Federal Reserve Bank ruled to this effect recently. No formal ruling on the matter was issued by the Chicago bank.

This subject was touched upon at the annual meeting of the American Life Convention at Chicago in October by Col. C. B. Robbins, manager and general counsel. Earlier this year the A. L. C. and Life Presidents Association filed a memorandum with the board of gov-

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tel in Chicago, having a special suite for the commissioners and their friends who will be in the city between trains enroute to New York for the convention. A. G. Smith, special deputy in charge of the Chicago office, will look after the arrangements and the entertainment. A number of local insurance men will be present as well as the department officials.

The sub-committee on industrial life insurance, headed by Harrington of Massachusetts, will meet the morning of Nov. 30, as will the committees on valuations, Pink, N. Y., chairman; real estate appraisals and forms, Harrington, chair-

(CONTINUED ON PAGE 20)

Urges N. Y. State Assn. to Seek Out Leadership Timber

President E. R. Gettings Cites Shift of Wheel-Horses to Other Fields

NEW YORK—Since a number of leaders have left the field for various reasons it will be essential for member associations of the New York State Life Underwriters Association to seek out life insurance men in their communities with a view to developing potential leaders so



E. R. GETTINGS

that the gains made by life insurance in the state will not suffer, E. R. Gettings, general agent Northwestern Mutual, Albany, association president, declared at the fall meeting here.

Urging the delegates to "keep this dike built," Mr. Gettings said that the association must remain strong and grow stronger so as to maintain the heritage handed down in the form of the agency



Clancy D. Connell, general agent Provident Mutual, New York City, former president of the association; and James A. Fulton, president Home Life of New York, guest speaker at the luncheon.

system, the strength of life insurance, and its place as a private institution appealing to the thrifty.

Leaders Who Have Left

Among the association wheel-horses who have left the field Mr. Gettings mentioned Warren Smith, former manager of New York Life in Buffalo, and J. S. Myrick, former New York City manager of Mutual Life, who have gone to their respective home offices; G. A. Kederich, retired manager in Brooklyn of New York Life, and R. G. Engelman, general agent Penn Mutual, New York City, now on leave to promote the sale of war bonds.

Mr. Gettings announced the appointment-

(CONTINUED ON LAST PAGE)

THE SURVIVING SISTER

In January of 1887 an Indiana dealer in stoves and tinware bought an Ordinary Life for \$2,000. He was then aged 25.

After paying premiums regularly for 21 years, the insured lapsed the insurance, and a paid-up life credit of \$1,864 was granted, due at the time of his death or upon his attaining age 80.

The insured thereafter lost touch with the Company, and he lost the policy contract itself and forgot the waiting credit. But in February of 1942, when his 80th birthday anniversary arrived, the office record automatically started the Company into getting in touch with the case.

The general agent began a search and found that the insured had died in 1924. A visit to the attorney who had had the estate in charge disclosed that the only survivor of the family was a sister who had taken care of her brother during his last days. In his will he had left everything to her, but "there was nothing to leave."

The insurance was now paid. Wrote her lawyers: "We sincerely appreciate the personal attention you have given this matter, and want your Company to know that this money will be used advisedly. It will mean so much to the sister, who can no longer make her own way, and this is all she will have to live on."

THE PENN MUTUAL LIFE INSURANCE CO.

WM. H. KINGSLEY
Chairman of the Board

JOHN A. STEVENSON
President

INDEPENDENCE SQUARE, PHILADELPHIA

Must Face Problem of Life Insurance in New Order

Like the aviator who must drive into the wind in order to rise, those in the insurance business must turn from their comfortable complacency and drive into the face of their problems and solve them, according to E. M. McConney, vice-president of Bankers Life of Iowa, who gave a magnificent address at the meeting of the Life Agency Officers and Research Bureau at the Edgewater Beach Hotel in Chicago.

"The old world is dead," he concluded, "the future lies with those who can resolutely turn their backs on it and carry forward on our adventure those things that moth and rust do not corrupt—courage, imagination, and the love of adventure—those intangible things that are the real assets of life." Never is the status quo ante bellum maintained or restored after a great war. The question, therefore, is not whether there shall be a new order but in what manner shall the new order be built and what will be the place of life insurance in it.

Desired Design of World

The design of the world which Mr. McConney said is to be desired is that in which each individual thinks of himself first of all as a member of the commonwealth, highly conscious of the interests of all other members; in which public policy undertakes not only to provide some minimum of security against the vicissitudes of economic life but also to stimulate more forcibly than ever a wide dispersion of initiative, a vigorous spirit of enterprise and a large amount of innovation. There is room for life insurance in such a design and in such a world. As in the past, the primary function of life insurance is to effectively preserve the security of the family when the breadwinner is no longer here and to conserve the savings of the active years of a lifetime for the security and tranquility of old age.

Leaders in the business must redouble their efforts to clarify their own thinking and the thinking of the field forces on the essentiality of the business in any new economic design. Life insurance has survived under Mussolini and Hitler and could very well fit into the present regime of Stalin in which personal property is recognized. Life insurance can be adapted to any new order of managed economy in the western democracy.

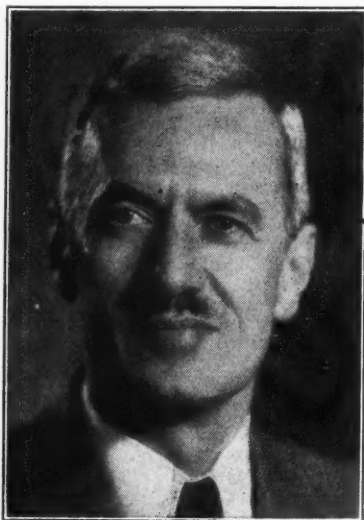
The business is increasing its efforts to show the public that the free enterprise of life insurance cooperates willingly with the government in promoting the general welfare of the public and in the war effort; that there is a difference between willing cooperation of free enterprise and the servile fawning of socialized business and that life insurance enterprise always strives for lower costs for competitive reasons as well as for the general welfare. A new order need not be feared, but can very well be welcomed.

This is an epic age and each person is playing his part in the greatest drama the race has ever staged and each person can determine whether the outcome will be tragedy or victory.

Problem of Growth

Mr. McConney went into the problem of growth and its cause. He referred to the tendency to criticize growth, as indicated in the TNEC monograph. There is failure to distinguish, he said, between forced growth and natural growth. Forced growth is based on an effort to grow in spite of unfavorable external and internal conditions. Natural growth is inherent in all nature and is a result of external conditions favorable to growth and the proper internal things done in the right way. Institutions once formed and well managed have the persistency of all living things to grow and expand in a natural way. He asked whether if the fundamentals of natural growth are realized and the business adjusts itself to them, then the tendency

would not be towards lower cost. A company that wishes to attain a rate of growth greater than average is faced ultimately with the question of cost. A nice balance must be maintained between the cost of growth and the returns to the policyholders. The balance must be based on a realistic understanding of the



E. M. McCONNEY

costs of operation and distribution of life insurance in the present economic system and in the new system. The management must have more extensive information and insight. This is a field in which the Research Bureau should plow more assiduously.

Mr. McConney said that there is a crisis in the agency system. The value of life insurance benefits stands high in public esteem but the problem is one of distribution. The answer involves the skill in applying the benefits to the needs, the service rendered thereafter and the cost of both functions.

A larger army of agents than the public needs and a high turnover will contribute to a high lapse rate and a high net cost. The number of agents has been reduced but he asked whether this tendency has gone far enough. He asked whether the business is being stampeded to let the bars down in the present emergency and he asked about the plans that there may be for a post war period.

If the agent is to provide the service which is expected of him, only well trained men of good character and an aptitude for sales work should be inducted. He asked whether any companies still have their tongues in cheek regarding aptitude tests and proper selection. After the war, he asked whether the business will be able to compete for intelligent man-power with antiquated methods of hiring.

Question of Training Involved

The question of training is interwoven with the compensation of the new agent. Progress is being made on training but much remains to be done. He asked whether the companies are keeping up their training during these times and what their training plans are for the future.

Mr. McConney said the number of new plans of compensation is most heartening. Many take some of the emphasis from the drive for volume by lowering the first year commission and making equivalent adjustments in subsequent years. Little, if any, distinction has been made between the differing needs of the recruit and the established man. However, experiments are being made with different schemes and much should be learned on how to build better plans.

"We remember with a thrill the families kept together on life insurance

October Total Off; Group Only Bright Spot for Month

NEW YORK—New paid life insurance in October registered another decrease, 20.2 percent, the fourth consecutive monthly decline and the sixth minus month for the year to date, the Life Presidents Association reports. The only bright spot is a 4.4 gain for group in October, bringing its total gain for the year up 51.1 percent. For the first time the cumulative total for the year was below last year, the decline for the year to date being 1.4 percent. Despite previous monthly declines the outstanding 66.9 percent increase in January and the 10.9 gain in February had kept the total to date ahead of last year until the October decrease finally used up the backlog.

New business in October totaled \$582,688,000 compared to \$730,327,000 for October, 1941. New ordinary amounted to \$368,867,000 against \$507,145,000, a decrease of 27.3 percent. Industrial totaled \$135,727,000 compared to \$14,388,000, a decrease of 8.5 percent. Group amounted to \$78,094,000 against \$74,794,000.

For the first 10 months, new business totaled \$6,415,455,000 against \$6,508,843,000. New ordinary amounted to \$4,177,137,000 against \$4,485,008,000, a decrease of 6.9 percent. Industrial totaled \$1,269,988,000 compared to \$1,383,081,000, an 8.2 percent decrease. Group totaled \$968,330,000 against \$640,754,000.

Equitable Prepares for 2½% Move

Although Equitable Society is preparing to shift to the 2½ percent basis, it doesn't know how soon it can get all the preliminaries out of the way such as approval by state departments, printing rate books, etc. Hence it may not be able to put the new basis into effect until after Jan. 1.

Spindell Speaks in Milwaukee

Robert F. Spindell, Chicago insurance, tax and estate authority, will speak at a meeting of the Wisconsin Quarter Million Round Table in Milwaukee Nov. 20. He will discuss the new federal revenue act with reference to pension and profit sharing trusts, together with corporate and estate tax problems.

money, the businesses saved in the depression by borrowing on policies, and we see many men enjoying their sunset days because some agents encourage thrift and self sacrifice. Shall we not, by more training and improved service do better than we have in the past?"

Leadership of Management

Insofar as leadership of management is concerned, there is need for an increase in the human capacity for working together. Management methods have been based solely on logical efficiency and not on the maintenance of cooperation, teamwork, through the study of human desire.

The problem of insuring spontaneous cooperation is very difficult but industry is learning to distinguish between the efficiency of machines and the effectiveness of good human relationships. The life insurance business has thought that briefs, sales booklets, plan books, audit systems, psychological techniques of sales were the answer.

Agency leaders should ask what of the human relations in their field force; is there a feeling of frustration and defeatism? Success, he said, is lasting only when an entire organization is properly selected, trained and led, when it has the same objective, when those objectives are coordinated with the human desires of those in the organization, when the interests of the public are protected.

"New" Market New Only for Strictly Ordinary Agent

Same Old Crowd with More Money to Spend, Stevenson Says

Companies writing ordinary exclusively that are wondering whether to take steps to reach the defense worker market should first ask themselves four questions, according to E. B. Stevenson, executive vice-president of National Life & Accident, who addressed the joint meeting of the Life Agency Officers.



E. B. STEVENSON

Research Bureau in Chicago. They are:

Can you develop your agents so that in addition to carrying on in their normal sphere they can become proficient in prospecting for business in homes, making some calls in the evening?

After the sale can you adjust your agency force so as to give the necessary service to this type of policyholder, remembering that many of them are accustomed to paying premiums in cash and depend upon the agent to make the collection?

Can you absorb the increased cost that goes with the lower average size policy and a higher premium frequency?

Can you with this class of business maintain a satisfactory rate of persistency?

If a company can solve these problems then it is right in the middle of the defense worker market, Mr. Stevenson said.

Interest of Ordinary Companies

Mr. Stevenson said there is much interest on the part of the ordinary companies in how those companies whose agents write both industrial and ordinary are maintaining ordinary production in the face of changing social and economic conditions. They want to know what such companies are doing about the new market, where it is found, what the industrial-ordinary companies are doing about writing defense workers, females, juvenile risks.

The answer, he said, is, "Not much of anything new."

The man on the debit, Mr. Stevenson said, does not differ greatly from any other kind of agent. He does have a more flexible method for arranging premium payments and he can sell life insurance in modest amounts. By fre-

(CONTINUED ON LAST PAGE)

Keen Interest in Novel Group Plan of Bankers of Iowa

Plenty of Skepticism But Some See Wide Adoption if Marketable

Keen interest combined with plenty of skepticism seems to be the general reaction of group insurance men—agency, actuarial, and underwriting—to the permanent plan of group insurance announced last week by Bankers Life of Iowa. Though group-writing companies have blown hot and cold on the idea of a permanent type of group insurance and at one time appointed a committee of the Group Association to investigate it there is no disposition to dismiss the Bankers Life plan as something that has been looked into and found impractical.

Neither is there any tendency to discount the plan just because the Bankers Life is not one of the group-writing giants and is a comparative newcomer to the group field. There has been little time for study, because the plan was pretty well kept under wraps until its official announcement, but on account of the company's reputation for able management and the fact that it is known as an actuaries' company the impression is that Bankers Life must have thought of all the angles and taken care of all important objections before embarking on its venture. Quite a few group men predicted that other companies would adopt the same or similar plans if there proved to be much of a market for it.

Seen as Pension Trust Rival

The plan is designed to embody the best features of group life insurance, group annuities and pension trusts with none of the drawbacks of any. However, group men incline to the belief that because of the substantial premiums involved the plan would be more of a competitor for pension trust plans than for either group life or group annuities.

In the group life field the difficulty is to raise the level of employee contributions above about 60 cents a week, while 70 cents is considered the maximum. A popular employee contribution figure is 40 to 50 cents a week and for this he gets \$1,000 of life insurance coverage, \$10 weekly accident and sickness benefits, and \$4 daily hospitalization benefits.

Economies vs. Mortality

A question frequently brought up in discussions of the Bankers Life plan is whether the savings in acquisition cost and overhead expenses are sufficient to offset the higher mortality that may be expected because it is not possible to reject for medical or other reasons. A collateral question is whether the Bankers Life plan is sufficiently simplified to eliminate much of the tremendous amount of paper work involved in special plans that have departed from the usual pattern, like the International Harvester case, and the plans written for Central Hanover Bank of New York City and Associated Gas & Electric some years ago. Some feel that aside from the expense of such work companies have lost so many of their field and home office group personnel that they would be loath to take on any needless additional burdens, while the same situation would apply to the buyer, who also must compile much data from his records.

Without reference to the Bankers Life plan, the objections that have previously prevented companies from introducing permanent plans of group insurance

include doubt that scaling down the commissions would be enough to offset removal of individual underwriting restrictions, possible complications as to ownership of policy and dividends and the carrying on of insurance after employment ends, how to treat salary increases and amounts of insurance, especially when there might be a certain amount of irregular employment as is not uncommon with industrial concerns, also the handling of layoffs and salary cuts. It is pointed out that both the Central Hanover and Associated Gas cases were on companies with notably steady employment records.

The Group Association committee

which studied the idea of permanent group insurance attempted to develop standard provisions and draft a policy form but it should be remembered that the committee was in the position of having to work out a plan that would be satisfactory to all members. Obviously a single company has no such problem.

Another question that was brought up was directed solely at the advisability of attempting to combine group life insurance with anything else, even group accident and sickness. It was pointed out that even though an employer may have group life and all the other group coverages he can get there is nothing to be gained by having them in one contract.

If anything has to be changed, and changes are frequently made, it is simpler to do so if each coverage is under a separate master contract.

Discuss Revenue Act Effect

Effect of the 1942 revenue act on estates, trusts, life insurance and pension trusts was discussed by David Stock, New York attorney, at a meeting of life underwriters and trust officers in New York. He spoke particularly on the effect on pension plans and profit sharing trusts. For the first time in many years, he said, the law regarding pension trusts is understandable.

Repeat-Fares

RETAINED BY STEADY ADVANCEMENT



RECORDS OF ACHIEVEMENT THAT UNDERWRITE CONFIDENCE

A symbol of leadership! That's what "Empire Builders" thought of this improved model of the Iron Horse at about the turn of the century. And true, it was, at that time! But picture it on the present day scene. With such a relic, passenger fares could not be enticed.

Only by steady advancement—constantly increasing speed, offering more frequent runs and improving travel comfort—have the railroads been able to retain repeat fares. In face of competition from other modes of travel, progress has been the sole salvation to their "beck and call" to passenger traffic.

THE SHORTEST ROUTE TO SUCCESSFUL INSURANCE SELLING

For about the same span of years Columbus Mutual has enjoyed a similar history of success. And for the same reasons! Through intelligent, far-sighted executive direction, they have shown constant progress. Their unique "Golden Rule" Sales Contract, around which the company was started, was their first claim to leadership. But they did not stop with that! By introducing policies more attractive in benefits, "Packaged Plans" that aid selling, more liberal examination standards, plus, conservative watchfulness in company operations, they have consistently maintained a leading position in the field.

And that explains why independent insurance reports now show Columbus Mutual at the top of the list on such counts as: better than average dividend payments; low declinations; exceptional rate of interest earned; consistent increase in insurance in force; and above all, a high renewal percentage.

Qualities that retain REPEAT FARES are also qualities that will more readily attract new clients. If this sounds interesting, we'll gladly send you additional testimony. Just drop us a note . . . no obligation.

ADDRESS: D. E. BALL, PRESIDENT

THE COLUMBUS MUTUAL
LIFE INSURANCE COMPANY
Columbus, Ohio

T. A. Phillips Gives Lucid Explanation of Guertin Committee Proposals

T. A. Phillips, president of Minnesota Mutual Life, in addressing the Twin Cities Home Office Life Club observed that many persons are reluctant to study the Guertin committee's proposals relating to non-forfeiture values and related matters because of a feeling that it is so large a technical subject. He remarked that the principles involved are simple, that it is only when it comes to the actuarial or legal description that they appear complex or technical.

He emphasized that the proposed legislation would apply only to future issues; it would introduce a new table of mortality (commissioners' standard ordinary table) based on modern statistics; it gives a redefinition of reserves and of non-forfeiture values as follows: (a) Reserves would be treated purely as an actuarial measure of solvency and of safety in operations. (b) A new basis is proposed for computing policyholder equities, that is, the minimum non-forfeiture values to be specified by the law.

Mr. Phillips said many changes have occurred in the character of the business done since the present laws were enacted and the new proposals deal more clearly and definitely with many of these, such for example as disability, double indemnity benefits, annuities, group, policies with varying premiums, etc.

He expressed the opinion that if this general pattern were kept in mind it would enable a more ready grasp of the actuarial or legal description.

New Mortality Table

Dealing with the new mortality table he outlined the reasons why a new table is needed at this time, stressing in particular an unfavorable public attitude created by the continued use of the American Experience Table originally produced in 1868 and not representative of the current mortality curve. He pointed out that the commissioners some four or five years ago undertook a study of this question, appointed a committee of commissioners of which Gough of New Jersey was the chairman, and also appointed the so-called Guertin committee as a technical and advisory committee, the latter committee consisting of insurance department actuaries and including a representative of the American Institute of Actuaries and the Actuarial Society of America, that under their guidance this new table had been produced based on a very large exposure of insured lives, that it was a good job, generally accepted by actuaries as suitable and adequate for the purpose and, incidentally remarked, that the work was a compliment to the commissioners' organization and marked another fine achievement in the long record of successful state supervision.

The characteristics of the new table were illustrated by charts showing the curves of the American Experience Table 1868, the American Men Table 1915 and the new C. S. O. Table. An interesting feature was brought out when it appeared that the mortality rates under the C. S. O. Table for many of the ages of middle of life were actually higher than those shown by the American Men Table 1915. Charts were also shown to indicate the differences in reserves that might be produced under the respective tables. It is anticipated that the new table will require slightly higher reserves than those under the American Experience Table.

Actuarial Measures of Solvency

Mr. Phillips remarked that in the proposed legislation reserves would be treated as actuarial measures of solvency and that it has long been recognized that this is the true and only function of an actuarial reserve. He observed that some degree of flexibility is needed in such actuarial computations, that conditions change in the business and that reserves on a given mortality basis, or at a given rate of interest, which during a given

period may be safe and adequate estimates of the actuarial liabilities may later need adjustments to meet changed conditions, and that under present laws such needed adjustments are seriously interfered with since reserves are also defined as a measure of non-forfeiture values. He stated that the principle of using reserves solely as measures for actuarial solvency is a sound one and will promote sounder companies.

In the proposed legislation the minimum reserves required for solvency would be computed on the new C. S. O. Table with interest at not over 3½ percent per annum and on an actuarial formula described as the "commissioners' basis", that this formula produced reserves for all practical purposes identical with those under the present so-called Illinois basis, which latter basis is already recognized in nearly all states and approved by all actuaries as fully adequate for solvency tests.

Since reserves in these new proposals are not used as a measure of non-forfeiture values, a new formula for the latter is devised which has been named "adjusted premium basis."

Policyholders Equities

This formula was predicated on the fact that policyholders' equities are accumulated from premiums paid and the general mortality and operating costs of the company, including proportionately heavier expenses at date of issuance and are not influenced by the tabular rate of mortality assumed by the actuary in his calculations for solvency purposes nor by the rate of interest he may assume for that purpose. In general the formula is based upon an assumed average initial expense of acquisition, which an average, well-managed company should be able to meet and that this initial expense is amortized over the premium paying period, hence the name "adjusted premium basis."

This formula results in minimum non-forfeiture values which companies must at least grant and which are somewhat greater than those required by present laws. He emphasized that this was of less importance than it might appear to be, since most companies presently grant non-forfeiture values in excess of legal requirements and spoke of this as very good evidence that legal requirements in this matter are of less importance than free competition and the desire of the companies themselves to do as much for policyholders as good management will permit. During the course of his talk he frequently pointed out matters in which the proposed new provisions would make it easier for the companies to achieve a higher degree of equity as between various kind of policies, the different age groups and in some classes of insurance.

David McCloud, chairman of the club, presided. Commissioner Johnson and Deputy Commissioner Richard Purcell were guests.

Walter Chapin, superintendent actuarial department Minnesota Mutual Life, and one of the organizers of the club, sketched the 13-year development of the organization. Walter Kuefner, consulting actuary, was elected secretary-treasurer to succeed Carl Haase, who has enlisted in the service. At the next meeting Dec. 8, the new income tax measure will be analyzed from the insurance standpoint.

Commissioners Central Conference Means No Split

LINCOLN, NEB.—Director Fraizer, who was named secretary of the newly organized Central Conference of Insurance Commissioners, says it does not foreshadow any breaking away from the national association. He said that while the programs set up for the national conventions are always important and helpful to individual commission-

ers, the sessions do not permit of time or opportunity for commissioners to discuss problems that are common to the various areas. The national convention usually devotes its time to consideration of problems common to all of the states, whereas there exists a demand and a place for regional meetings that have problems and policies common only to them, he added. The newly organized conference includes a number of states where smaller companies operate, and it is regarded as vital to the protection of insurance buyers that these be considered apart from the larger companies which also operate in the areas.

Institute Meeting Has Been Advanced to Dec. 2

The Institute of Life Insurance has advanced the date for its annual meeting previously announced for Dec. 9, to Wednesday afternoon, Dec. 2. This action was taken in conformity with the advancement by one week of the meeting of the National Association of Insurance Commissioners and other insurance gatherings in New York, thereby assuring minimum use of transportation facilities. The meeting is to be held at

Ohio Policyholder Lives Beyond Expectancy Table

Dr. Dayton T. Gould of Lodi, O., has outlived the life expectancy table and Equitable Society has paid him the face value of a 55 year old policy. Dr. Gould thus becomes a member of the very exclusive group of policyholders who have outlived actuarial statistics. Elmer Larson of the Columbus agency of Equitable Society delivered the check to Dr. Gould.

Dr. Gould was graduated from Wesleyan Reserve medical college in 1870 but instead of practicing medicine became a druggist in Berea, O., where he lived until he retired several years ago in Lodi. He is still a director of a Berea bank. He is an authority on ornithology and geology, takes long walks, and attributes his longevity to abstinence and a refusal to worry.

the Roosevelt Hotel, New York City. It will be preceded by a membership luncheon.



**"A Friendly Group
to Join for
Steady Progress"**

**THE
OHIO NATIONAL
LIFE INSURANCE
COMPANY**

CINCINNATI, OHIO T. W. APPLERY, President

Penny Expounds Sun's Incentive Financing Plan

**Program That Operates
for 104 Weeks Has
Proved Its Value**

An exposition of the incentive financing plan which was put into effect by Sun Life of Canada a year and a half ago, was given at the meeting of the Life Agency Officers—Sales Research Bureau by W. S. Penny, director of



W. S. PENNY

agencies. There has already been tangible evidence of the advantages of the plan and the management is enthusiastic about it, he declared.

The introduction of the plan was preceded by adoption of a severe selection basis for agents and a minimum training requirement. The financing plan provides advances to the new agent dependent on the quantity and quality of work he does in the sales process. In the early stages of the plan, concentration is on the various elements that go to make production rather than upon the end result itself.

The plan operates for 104 weeks and the agent may cease to operate under it any time he chooses. He must be dropped from the plan if he fails at any time to meet any of its requirements.

How Plan Operates

The agent receives one-third of his new commissions throughout the whole period. For the first four weeks, which is the period of the training course, he receives a normal type of guaranteed advance, determined by his minimum budget requirement. For the following 100 weeks, provided only he has completed his training course, the agent is paid an advance based on the work done during the week on each of these factors: Persons contacted, sets of basic facts secured, new referred prospects secured, closing interviews which are divided into three categories.

The agent starts on one of seven schedules of advances determined by his background and budget requirements. He can move to a higher schedule if his results warrant it and he reverts to a lower one if he fails to justify the one on which he is operating.

Daily and weekly reports showing work done and money earned for each contact, etc., are completed by the agent

and submitted to the manager each Friday. These forms serve to determine the agent's advance and also put the responsibility on the manager of checking the information and analyzing the report. It also gives the manager a guide as to the agent's progress and a large measure of control.

At the beginning of the week the agent knows that if he does the work required of him he will have a definite amount of money to take care of his home needs. He receives it whether he has written any business during the week or not. This has made the wives satisfied and has helped morale.

The plan requires a minimum amount of written and paid production each 12 weeks. The agent must secure this amount during the first 12 weeks. He may fail in any subsequent period but make up the deficit during the following

12 weeks. Only 19 percent have failed to meet the production requirements since the plan was started.

Sun Life does not require interest on any outstanding balance and writes off any balance for any agent who fails to be successful. At the end of the 104 weeks, should the agent have an indebtedness it is wiped off by reducing the number of renewals to be paid him. He thus emerges from the plan free from debt with the full benefit of his renewals in the early years to enable him to finance himself on a commission basis should he so choose. Any credit balance that may exist at the end of the period is paid him.

There is a similar plan for older agents except the latter receives a portion of his net renewal commissions as well as one-third of his new.

The incentive financing plan is in-

tended to motivate the agent to get at least a minimum of education and training, to organize his work, to do a balanced job, to stabilize his income, to indicate in advance the income he may expect to receive, to remove the stigma of the dole and weight of heavy debt, to build morale, reasonably to control the agent's activities and to tie together the responsibility of agent, manager and head office.

It is not possible to report the consolidated results, but in one of the territories in the United States, Sun Life has used only 28 percent of the money required previously for financing under the new plan. There has been appointed only 60 percent of the number of agents that were appointed last year but there has been 50 percent more successes, according to Sun Life's standards. New

"RALPH, YOU SEEM TO BE THE BUSIEST
MAN IN TOWN THESE DAYS..."

"MAYBE I AM, TOM. THESE ARE
IMPORTANT TIMES FOR LIFE
INSURANCE MEN..."



"You see, Tom, lots of people are making extra money now. That means that we have a better market for life insurance. But it means something else, too. It means that these families will be better off for years to come if they invest their money in life insurance. So we're helping other people as well as ourselves!"

John Hancock
MUTUAL
LIFE INSURANCE COMPANY
OF BOSTON, MASSACHUSETTS
GUY W. COX, President

business from new agents has increased 18 percent over that for 1941. In October 20 percent of the business came from new agents and the total secured by all agents was 31 percent in excess of the results in October, 1941. An increasing number of veteran agents are on their way toward complete rehabilitation and there is constantly improving morale.

Selection Requirements Severe

As a prelude to the introduction of a plan, Mr. Penny said Sun Life tightened its selection requirements. Besides applying the aptitude index, Sun Life added the Otis intelligence test requiring a minimum I.Q. of 110, a list of 100 names of acquaintances, a special inspection report, full medical examination passed upon by the underwriting department, handwritten letter of application in which the agent states his reasons for desiring to enter the business on a career basis, a complete and accurate budget with the requirement that the agent should not have had previous life insurance experience.

Also the training course for new agents was revised. It differentiates between information and training. It is arranged on a time schedule and in progressive steps covering four weeks. It requires the agent to commence certain elementary field work three days after he starts the course and it requires the agent to complete the course in order to be financed.

Says Income Tax Is Near Limit

BOSTON—Income taxes and excess profits taxes, if pushed much higher, may discourage the incentive to produce that always has characterized American individuals and corporations, Roswell Magill, trustee Mutual Life of New York and former under-secretary of the U. S. Treasury, told the Boston Chapter of C.L.U. at a dinner meeting. C. W. Wyatt, general agent John Hancock, chapter president, presided. More than 600 attended, including several life company presidents, bank and trust company officials, insurance attorneys and counsel.

"For the protection of its own sources of revenue," Mr. Magill said, "particularly in time of war, the government must see to it that our economy is encouraged to expand, rather than freeze up or shrink because of excessive tax rates. Income and excess profits taxes have been pushed almost as far as they can safely be used. Some further increases may be possible, but additional tax revenues should be obtained for the most part from other sources."

Favors General Sales Tax

Perhaps a billion more could be wrung by income tax from the lower and middle income brackets, but Mr. Magill felt it should be raised by heavier application of other forms of taxation. He favored a general retail sales tax. This would help directly to curb inflation.

"The hardships and economic dangers of present income tax rates," he continued, "have been recognized in the credits granted under the 1942 revenue act for life insurance premiums, debt retirement and certain other obligations. Additional credits of the same sort for savings may have to be allowed, particularly if tax rates go higher, in order to avoid destruction of the great middle class."

"For instance, it is difficult, under present estate tax rates, to preserve a business or property of any size."

"I therefore think it would be desirable to exempt from estate taxes any life insurance or war bonds specifically set aside for payment of estate taxes. This would protect businesses from forced liquidation and would also assure the Treasury of its estate tax revenues. Under such a plan, the Treasury could, if it wished, issue a special type of obligation acceptable in payment of estate taxes."

Importance of Strong Morale

Dudley Dowell Tells the System New York Life Has Adopted

Dudley Dowell, assistant vice-president of New York Life, spoke before the Life Agency Officers meeting in Chicago this week on "Keeping the Men You Have." This war is being fought in three separate fields at once—military, economic and psychological. The psychological phase of the war controls the theme of most current advertising, literature and public discussion. Mr. Dowell said: "We take much pride in the progress made by life underwriting since the last war. Yet in a list now used as a guide by local selective service boards, the insurance industry is classed with the artificial flower industry, when correlated in its category of importance to the war effort."



Dudley Dowell

Assured of a Backlog

"Our company's program for members of Nylc entering the armed forces is too elaborate to explain in the limitations of this talk, but it can be described as generous. Our program is so designed as to permit those who can and should enter the armed forces to do so with the assurance that they will have a backlog to cushion their readjustment after the war. A total of 301 of the 344 New York Life agents who entered the service in the last war returned to the company, and 9 of those agents are still in our employ and many are outstanding producers today. We have thus far granted leaves of absence to 464 agents entering the armed forces and we feel sure that practically all of those who are spared will return when the war ends as we now have a program specially geared to the post-war period. This program is supplemented by a procedure of personal interest intended to make the man in the service feel that his welfare is a matter of serious concern to us."

"Our ranks are also being depleted by those agents entering war industries. At the outset this loss was unimportant because the agents who dropped out at first to do war work, were, for the most part, marginal producers and this, to some extent, was a painless weeding-out process which was much desired under our career building program."

"Then after the fall of Bataan, a number of agents who had nothing to offer the armed forces or war industries, and who were doing a good job selling life insurance, became confused and bewildered. Some expressed a sincere desire to get into something which they thought would make a more direct contribution to the war effort. We found that we were in a stronger position to keep these agents because we had been frank and honest in our attitude towards those who could better serve their country outside of the life insurance business."

"We have made a definite effort in personal contacts and by printed material to point out to our agents that life insurance makes an important contribution to the war effort; that the agent is essential for the success of the life insurance business; therefore the agent plays an important part in the war effort."

"Morale is an absolute condition to keeping the men we have during these trying times. We have applied a number of recognized morale-building principles in an effort to keep the men we have. For example:

"1. We review all rules governing the

transaction of agents' business and found we could eliminate a number which had long been a source of irritation."

"2. We extended our new educational course to all old agents and organized study groups for them under the supervision of home office instructors."

"3. We developed several new sales plans to meet the changing markets."

164,224 Allotments Now Being Paid on Army Personnel

As of Oct. 1, a total of 164,224 allotments were being paid on army personnel to commercial life insurance companies, and this number is increasing at a rate of more than 5,000 a month, Capt. Daniel J. Reidy, member of the war department allotment board, adjutant general's office, said in an address before the Life Insurance Managers of Washington, D. C. Captain Reidy is assistant secretary of Guardian Life, now on leave of absence, and is a past president of the International Claim Association.

In October, checks amounting to \$1,050,502 went forward to 140 life companies in payment of premiums under

allotments, he said. He paid tribute to Lt. Col. J. D. Kennedy, officer in charge of the class E allotment branch of the office of the chief of finance, and to Miss Gertrude Coyle, civilian chief of the same branch for their outstanding accomplishments in administering this important work.

Captain Reidy also discussed the standardization and simplification of claim procedures with the four armed services, outlining the many plans that have been worked out by the War Department and various U. S. and Canadian life companies to expedite and simplify the settlement of claims.

Life companies, by cooperating with the armed forces, are helping to maintain a high degree of morale which is so vital in the development of fighting men, he said, by giving them peace of mind in the knowledge that their personal insurance programs are being looked after.

Eugene M. Thoré, counsel for Acacia Mutual Life, spoke at the meeting on the standardized methods of effecting settlement option agreements now in use by Acacia Mutual.

Ohio State Convention Feb. 1-3

Ohio State Life will hold its agency convention in Columbus Feb. 1-3.

TIME FOR ALL 3 IS NOW!

As clearly as the beam from a lighthouse, one fact shines out over the problem sea of doing business in wartime. The man in the field whose company gives him not just one, but ALL THREE forms of personal insurance—Life, Accident and Health—enjoys a big advantage. He finds more targets to hit and he hits them oftener.

A wide variety of excellent policy forms in all three lines is our fieldman's answer to wartime selling. That, plus the backing of aggressive, agency-minded management, liberal commissions, effective sales aids and the prestige of one of the oldest companies in the field—a company whose character and reputation for almost a century mark it indelibly as New England born, New England raised, New England managed.

With the real opportunity existing today for the sale of complete personal insurance protection, the intelligent use of this combination of factors spells sure success.

UNION MUTUAL
LIFE INSURANCE COMPANY
PORTLAND **MAINE** HOME OFFICE
ROLLAND E. IRISH, President
FOUNDED 1848

LIFE • ACCIDENT • HEALTH INSURANCE

Acacia's Specific Aids to Managers Outlined

A valuable address on "Specific Aid to the Manager" was given by Samuel E. Mooers, field vice-president of Acacia Mutual Life, at the Research Bureau-Agency Officers meeting in Chicago.

Mr. Mooers mentioned the statement that the insurance business will be called upon to release 300,000 employees for war work. Assuming a total of 600,-

understanding of the reasons for lapse and how persistency can be improved.

Acacia set up in conference with each manager his own program for the balance of the year, stressing personal production of the manager himself, improving production of present organization, recruiting and training of new men and conservation.

In December of last year Acacia announced a 5 per cent salary increase, payable quarterly, to home office and branch office employees in order to help them meet the increasing cost of living and higher taxes. At the same time President Montgomery appointed a committee to study the effect of war time conditions on the compensation of field men. As a result of the recommendation of the committee Mr. Montgomery announced a special war time allowance to field men, effective July 1, of 7½ per cent of their earned first year commissions. The allowance was granted only to men who made membership in the William Montgomery Quality Club.

Every agent will strive his utmost to

become a quality agent and to receive this special allowance. When he has made the club he will continue to produce in order to increase the size of that allowance. Approximately 75 per cent of the men are either in the club or producing at the club rate.

Acacia launched an advertising campaign in three national weekly magazines. A questionnaire was sent to field men asking for their comments and suggestions on these advertisements. Their replies were practical and helpful and Acacia has been following their recommendations.

Follow Up National Advertising

About 10 days before each "ad" appears, Acacia sends a "national advertising kit." Then a couple of weeks later a questionnaire goes to each manager to ascertain just how he presented the national advertisement and the sales plan to his men, the reaction of the men, their use of the reprint folders, etc., and asking for the manager's comments. Unless advertising is tied in closely with the work of the manager and his men, it is of little value.

Acacia gave to each manager a "sales cyclopedia." In a loose leaf binder, it contains sales plans and it keeps before the managers in an organized, readily available form, all of the sales plans, with the complete set-up of each one,

and will assist them in the training, directing and supervising of their men.

"We want every field man to have confidence in the life insurance industry and confidence in his own company. To keep kindled in our men an enthusiastic loyalty and belief in their company, we are this week sending to them a booklet 'Let's Look at the Record.' In this we have set out graphically the story of the company's growth and progress. Incidentally, the booklet shows the opportunity our company offers to capable, ambitious men and tells a story that we know will be interesting."

Farewell for Paul Dobson

MINNEAPOLIS—Paul Dobson, a leading producer of Northwestern National Life, was guest of honor at a dinner given by the Minneapolis Round Table of Christians and Jews, of which Mr. Dobson has been chairman the past two years. The dinner was in the nature of a farewell, as Mr. Dobson leaves soon for Dallas to take a new position with his company.

Central Life Wisconsin Rally

Agents of Central Life of Iowa attended a conference at Wausau, Wis., arranged by C. C. Tucker, general agent there. H. E. Whitley from the home office addressed the meeting.



SAMUEL E. MOOERS

000 or 700,000 as employed in insurance this would mean a loss of approximately 50 percent in manpower. "We shall continue to send them gladly for the defense of our country, but it is your job and mine to carry on as best we can until the war is won and our men come back," he declared.

Until the government calls upon the business for even greater sacrifice the immediate program is to render an accounting of stewardship through conserving and safeguarding all that the people have entrusted the companies and to continue improving and building to the fullest extent of ability.

"We have every reason for confidence in the future and in the present of life insurance," he asserted. "You and I must fairly radiate that confidence because our men look to us for guidance and for inspiration. Our managers and our general agents are our key men out there and we must show them the way. We must keep their sights high and their courage and confidence unshaken."

Alternative to Convention

Acacia Mutual realized the first part of the year that it would be impracticable to hold its annual convention in July. So it put on a war bond campaign with requirements paralleling convention requirements, that was received with great enthusiasm and that cost it no more than the usual convention.

In July Acacia called into the home office the members of the field advisory committee and five leading managers. The management reviewed with the committee its record for the first six months of 1942 and plans for the balance of the year. And from the managers the management received practical ideas and suggestions for improving field results. Later the committee made a report to the managers and the report was an inspirational message.

Then in September the managers were brought into the home office in groups of five for two-day conferences. Acacia then presented an analysis of new manpower results for the year. Through this analysis the managers were impressed with the fact that good men were being appointed.

First and second year lapses of the branches represented at each conference were analyzed with a view to a better

**"Now I Know
Exactly What
I'm Buying!"**

The prospect can't help but grasp all the pertinent points of his contemplated Lincoln National Life Insurance when his agent outlines them for him in one of the new condensed LNL proposal forms.*

With them the LNL man makes certain his prospect knows what he buys when he buys

it. Complete understanding of a life insurance contract at the time it is purchased is a major factor in the production of quality business.

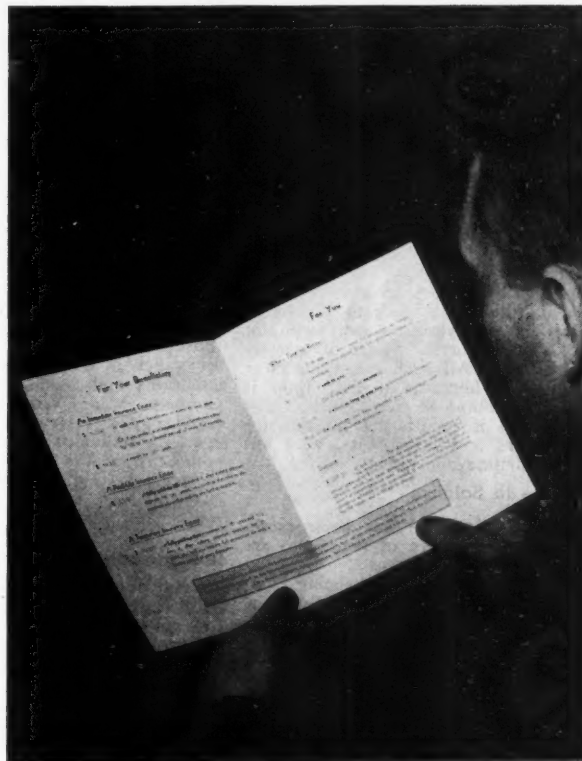
*Received 1941 Award of Excellent—Life Advertisers Assn.

**THE LINCOLN NATIONAL LIFE
INSURANCE COMPANY**

Fort Wayne

Indiana

Geared To Help Its Fieldmen



Cecil North Tells Metropolitan's War Time Aid to Agents

Strives to Make Adjustments as Called For in Interest of Field

Cecil J. North, second vice-president of Metropolitan Life, in addressing the Agency Officers-Research Bureau gathering in Chicago asserted:

"Under existing conditions, I know of no better way to improve the agent's efficiency than to take those steps . . . that will convince our field organization both that we know that there is a war on, and that we are doing our best to make such adjustments in their interest as are called for by war conditions."

Metropolitan Life has a monthly conference called by the president, which is attended by all of the senior officers. The heads of the various divisions give the latest reports on their activities. This enables all to be fully informed on all company activities. At the last meeting, separate reports were given by each one present as to the steps being taken in the setting up of what might be called "priorities." There is a schedule set up as to what operations can, if necessary, be curtailed, and the sequence of curtailment should the man power situation require it. It was agreed that service to policyholders and to agents shall not be disturbed until all other possible curtailments have been made.

There has been set up a war service bureau in the home office to which the fieldmen or policyholders can write for advice concerning the effect of war on their policies. All such questions clear through this bureau, so that time is saved and prompt service assured. Also Metropolitan is printing a booklet for policyholders and for agents, with advice on wartime questions.

Allowance to Soldiers

A liberal allowance has been established for taking care of men who are entering the armed forces.

National advertising is being employed to emphasize to the public the importance of the agent's service and to build up his prestige and morale.

In salary deductions for war bonds, the home office has won the Treasury T Banner with subscriptions of 10.12 percent of total payroll and 99 percent subscribing. It helps the morale of the fieldman to know that the home office personnel is doing in this direction all that the government asked them to do and perhaps even a little more. Of course, the field, too, has made a splendid showing in this particular as well as in the selling of war saving stamps.

Unnecessary Reports Curbed

A committee representing various home office divisions and the field is working out procedures to eliminate any unnecessary reports from field to home office, and to reduce the frequency of the reports that are made.

The non-medical and inspection privileges have been liberalized to permit agents to make non-medical inspections and reports under certain conditions up to \$5,000.

Metropolitan is working out, through managers, the individual gas rationing problems of each agent. Where necessary, office reporting by agents is reduced or eliminated; transfer to the office account of scattered business is authorized; over-night expense allowances are granted where agents could save travel by not returning home at night from scattered sections; leaflets are pro-

vided to assist agents in explaining their problems and winning the cooperation of policyholders; and managers and agents are shown how time, labor, and gas can be saved by planned itineraries and planned work.

All of the training and educational activities are being continued.

Women Agents to Be Heard

Managers are being provided with revised and up-to-the-minute material to aid in recruiting; appointment of women agents has been authorized; by thus maintaining the agency staffs, the loads of agents who would otherwise have to absorb the work of the man leaving to enter military service are lightened.

Metropolitan is conducting meetings with managers of various territories—meetings attended not only by agency officers but also by the president, vice-presidents in charge of the ordinary, industrial, accident and health, and group departments, and the actuary. The sessions are largely devoted to answering questions asked by the managers and "no holds are barred."

The president from time to time sends to every member of the field organization—addressed to the individual's home—a presidential report on company activities.

Allowances Above \$25,000 Net Salary Are Also Subject to U. S. Tax

The Treasury Department has given to newspapers an explanation of how the President's executive order limiting salaries to \$25,000 will be administered insofar as the provision for certain extra allowances is concerned. Allowances may be permitted in certain cases to cover customary payments to charitable institutions, life insurance payments and payments for fixed debts.

There is a gross limit on salaries of \$67,000. This reduces to about \$25,000 net after paying federal income taxes. If an individual is granted the extra allowances the employer may increase the \$67,000 payment by the amount of those allowances. For instance, if an allowance of \$1,000 for charitable contributions and \$5,000 for life insurance payments were permitted the employer could pay a salary of \$73,000. However, the individual must pay federal income tax on the gross amount that he receives, so that the allowances that he is granted are again reduced by federal tax.

Indianapolis Life Men in Texas

President E. B. Raub and Vice-president A. H. Kahler of the Indianapolis Life have just completed a tour of the Houston, San Antonio, Fort Worth and Dallas agencies.

O. J. Lacy Outlines Program for Developing Women's Sales Force

The program of California-Western States Life for developing a women's sales organization and the results that have already been obtained were outlined by President O. J. Lacy of that company in addressing the annual joint meeting of the Sales Research Bureau and Life Agency Officers in Chicago.



O. J. Lacy

About five years ago California-Western States decided that women agents constituted a potentially worthwhile production force if they were given well planned training, supervision and a continuing expression of faith in their ability.

It was determined that the women's division should be headed by a woman and Mrs. Stella Gibbs was employed early in 1940. She had been left a widow with two children and had been a substantial personal producer for California-Western States for 18 years. She was always among the top 10 in the company. Before she was married she had been a successful teacher.

Mrs. Gibbs visited several successful women's units in agencies in the middle west and east. A training program was outlined. Her first objective is to imbue the new woman agent with a sense of the high calling of life insurance and with its impregnability. With such a foundation, Mrs. Gibbs finds that the sincerity of the woman agent will go far to convince her prospect even though her technique may not be very polished at first.

Stresses Drilling and Rehearsal

After the preliminary period of training Mrs. Gibbs gives the woman agent a simple prospecting and presentation plan which has been thoroughly drilled and rehearsed. And there is field observation and coaching. Later each agent is given an "idea book" in which to insert notes, selling ideas, newspaper clippings, etc., the idea being to keep her thinking and on the lookout for new selling ideas.

In setting up a woman's unit in an agency, Mrs. Gibbs seeks to get first a woman who has the quality of leadership and who may in time develop into a unit manager. As soon as the second woman has been appointed in an agency,

a woman's unit should be formed and separate offices provided. Mrs. Gibbs' services are available to all the managers to help them in recruiting and training women agents.

Has 10 Women Agents

California-Western States now has 10 actively producing women agents who will produce about \$750,000 of business this year. They paid for about a half million last year. These women devote more time to actual work in the field than do the men agents.

The agency manager who intends to set up a women's unit must have absolute faith in women agents and their ability to succeed. The selection should be jointly approved by the manager and the woman leader. The manager should be willing to aid in recruiting and training. There is a need for private quarters for women. More basic knowledge of life insurance is required for women than for men before they are ready to start selling.

The women, Mr. Lacy said, develop a greater spirit of cooperative teamwork. The women have an ability to shift their tactics and strategies in a world of changing conditions. They are patient and ingenious in getting an interview. They are more easily upset by emotional disturbances than are men.

Although the theory is that women agents will reach the woman market, as a matter of fact 81 percent of the sales in the women's division in California-Western States Life is on male lives. This is perhaps due to the fact that Mrs. Gibbs has been particularly successful in selling to men.

Company Organ Wins Award

The Republic National Star, recipient of four awards in the last two years for excellence from the Life Insurance Advertisers Association and its southern branch, the Southern Round Table, recently was awarded two certificates of excellence in editorial content and in appearance from the Southwestern Association of Industrial Editors. The publication is edited by Z. Starr Armstrong, director of education and public relations.

Woman Is Mississippi Deputy

Mrs. Alice J. Dinsmore has been appointed deputy commissioner by Commissioner Williams of Mississippi. She has been with the Mississippi department 12 years.

THE MANUFACTURERS

Have You Any Civilian Clients Contemplating Travel and Residence Outside the United States?

TO ALASKA TO FOREIGN COUNTRIES ABROAD

We are underwriting civilians for full Risk Coverage at moderate extra premiums.

Among the prospects for this coverage are: Personnel of Construction and Highway Engineering Companies, Mechanical Engineering Companies, Provision Catering Companies, etc. Consult Us for Rates and Particulars.

INSURANCE IN FORCE, 632 MILLION DOLLARS
(Including Deferred Annuities)
ASSETS, 205 MILLION DOLLARS

LIFE

INSURANCE COMPANY
HEAD OFFICE
TORONTO, CANADA
Established 1887

Trying to Do Business as Usual Unsound

Those Adjusting Selves to Facts as They Are Get Best Results

Agency officers must give up the idea of trying to do business as usual and instead adjust themselves to the facts as they are, B. N. Woodson, assistant manager of the Sales Research Bureau, declared in addressing the meeting of the Research Bureau and Life Agency Officers at the Edgewater Beach Hotel, Chicago. Trying to do business as usual, he said, accounts for many of the difficulties and much of the unhappiness that exists today. Nations and armies cannot do business as usual, individuals cannot live in the same old pattern, business organizations cannot do business as usual, there is no reason to believe that the business of life insurance selling can be an exception.



B. N. Woodson

Mr. Woodson went on to suggest some of the problems to which practical solutions must be found under the conditions existing today. The first problem is that of man-power. He said it will be many moons before business will again have free access to the type and number of men it wants. Hence it may be costly and fruitless to ignore the facts and merely to put forth more effort in an attempt to recruit "as usual." Reasonable recruiting results are entirely possible and he expressed the belief there will be a surprisingly stable minimum flow of new men into the business even if man-power freezing should be resorted to, but for the duration the total number of agents will probably be no greater than at present.

Urges Realistic Attitude

The realist will do a better recruiting job than the man who expects to do business as usual, because he will be looking for those particular groups who are reasonably likely to be available under the conditions. This means, first, men over 35, at a minimum, with dependents and without mechanical aptitude or engineering knowledge; then general insurance men of the same qualifications likely to be available because of declining automobile premiums; those physically unfit for armed services and lacking industrial experience or aptitude and women. He mentioned, for instance, that one of the largest industrial companies has authorized its managers to begin considering women applicants. As the war progresses it may come to mean men over 55 or 60 or even 65 who are of no value in industry and those discharged from the army and women.

It seems inevitable that man-power in force will continue to decline and hence this is the day for cutting leases, moving out unoccupied desks, getting more production from present men while looking as expertly as possible for new man-power in those fields which can still be tapped. Also it means that new man financing will prove to be more and more necessary as competition for man-power becomes greater. He suggested that the manager decide as a policy whether to finance or not

to finance and having done so to act accordingly.

Then there are numerous selling problems today and the burden is upon the salesman to learn to do business with a new market. There is a merchandising job to be done and the salesmen must adapt themselves to a situation as it is. For some years there has been an endeavor to secure a higher and higher average new sale. Today it may be that for many in the business the problem is to find ways and means of handling smaller policies at a profit. With changing buying habits companies must now decide perhaps whether to encourage monthly premium business and make it available to the buyers of policies of medium size. One possible answer may be the ordinary debit.

Perhaps some innovations should be made as to policy forms and some of the package policies could be made more simple and attractive. It might be found that there is much public interest in reversionary annuities. Perhaps some day a company may issue packages of single premium contracts, in premium units of perhaps \$100 for whatever face of maturity value the premium will provide, printed in simple form so that it can be issued with a few lines of typing. There may be an increasing interest in the form of policy that pays an income in the event of death of the insured until he would have attained the age of 65 had he lived. Perhaps salary savings life insurance can be sold more extensively if there is more skillful merchandising. Today's buyer might be attracted by a limited payment contract of a very short premium paying period, since the uncertainty of the future is one of the principal deterrents to the purchase of life insurance today. Perhaps the buyer wants a policy calling for a first premium higher than subsequent premiums.

Supervisory Travel

On the question of problems of operation, Mr. Woodson said that supervisory travel may have to be curtailed due to travel difficulties. One notion might be to establish regional agency officials who have the dual responsibility of running an agency and guiding other agencies in nearby territory. Personnel problems may reduce use of direct mail advertising. Shortages in tabulating and accounting equipment may force the companies to abandon some agency records, it is necessary to lose a certain amount of volume and it should be aimed to lose the least desirable and the most costly part of it.

Then Mr. Woodson went on to discuss some long term considerations. In the matter of agency compensation, changes seem inevitable and they will be major reformations and not minor revisions, he declared. Pensions and nonvested continuous service fees will probably become commonplace. There will be developed a scheme for providing the agent a more stable income and of relating the income in some measure to activity or effort as well as to results.

Making Interests Identical

The companies will be seeking to find some means of varying compensation to agents according to the company's rate of profit per unit so as to make the agent's interest and that of the company identical. Then there is the problem of compensation of managers and general agents. Eventually, he predicted, there will come a new and better answer to the controversy as to the relative merits of the general agency and managerial plan. He said there is much to be said in favor of an arrangement which maintains the agency as a company office which gives the agency head an opportunity to determine his income largely by the quality of his performance. The manager might well be paid a greater rate per unit of business produced by good men.

Then it is important to definitize the job of the agent and better to control his time and effort. The principal advantage which the weekly premium man holds is the definiteness of the job.

EVERY Life Underwriter CAN USE THIS PRESENTATION



FIFTEEN BASIC POLICIES, with more than one hundred different combinations of benefit provisions, help the underwriter to get additional income, and to render his clients a real service. Pacific Mutual has an amazingly wide variety of accident and health coverage. The underwriter is able to offer his clients exactly the type of coverage needed to meet requirements for themselves and their families, and to keep that coverage constantly in line with their changing situation.

PACIFIC MUTUAL LIFE INSURANCE COMPANY

A California Corporation

HOME OFFICE, LOS ANGELES, CALIFORNIA

Complete Life Insurance Coverage

Life, Retirement, Accident, Sickness and 5-Way • Participating and Non-participating • Mortgage Insurance, Salary Savings, Juvenile Insurance, Salary Continuance, and other Special Forms.

PACIFIC MUTUAL SERVICE SINCE 1868

New York Life Has 171 Chicago Agents Receiving Awards

The New York Life granted diplomas to 171 agents in Chicago offices who completed the sales training course and passed the examination. The function was held Monday with Lloyd Lafot, inspector of agencies, presiding. The diplomas were presented by Griffin M. Lovelace, vice-president, under whose auspices the course was written. Vice-president L. Seton Lindsay, who was present, stated that when Mr. Lovelace came to the New York Life he was an educator but the New York Life executives were not sold on the need of special educational processes. He said that now they are very much education-minded and it was due largely to Mr. Lovelace's intelligent efforts in showing the need for more knowledge on part of the field men.

Hurst Gets an Ovation

Cameron Hurst, one of the home office agency inspectors, was present in Chicago and had charge of the training. He was given an ovation because of his unusually effective work in conducting

the class. Mr. Lafot had organized a class, then Mr. Hurst took charge as the educator. In his talk Mr. Hurst said that everyone today must think much of his own job. In life insurance there are new factors and new condi-



LLOYD LAFOT

tions arising almost from day to day, saying that men in the field must be prepared to meet these shifting situations. They need to have the sinews of war at all times. New objections are being offered and new problems arise. Each man has a job and he should be 100 percent fit for it, Mr. Hurst said.

Dick Oliver of St. Louis, vice-president, was introduced.

Raymond Johnson a Speaker

Raymond Johnson, superintendent of agencies, in his talk said that the life insurance business is very important today but the agents must realize that there is a continuous panorama of changes. Mr. Johnson was formerly agency director in Los Angeles and is one of the younger men Vice-president Lindsay has brought into the organization that is doing very effective work.

Dudley Dowell, assistant vice-president, another young man that Mr. Lindsay has brought into the agency division, was present. He was formerly agency manager at Seattle and then at Pittsburgh. He stated that Mr. Lovelace worked 18 months in developing the study course.

Vice-president Lindsay reminded the audience that 45 years ago he started his insurance career as an agent in Chicago. He had been one year in college and then felt that he might become an office boy and carry a rate book. He stated that in days gone by it was the universal feeling that successful men graduated from the university of hard knocks and started as office boys. Then came the era when the value of a college education was recognized and people went to the other extreme and wanted only college men. He said now there has been a mingling of the two ideas but he stated that education is essential in life insurance work. He illustrated the use of education in the life of the armed forces. Young men going into war service are put through various tests to find for what they are particularly fitted. Men who have knowledge of intricate details in mechanical work and other technical lines are in great demand.

Mr. Lindsay said that the biggest New York Life training class was in Chicago and as he put it, "the agents are going places in Chicago."

Lovelace Tells About the Course

Mr. Lovelace said that the class was composed of men and women in all stages of experience in life insurance. There was something in it for everyone regardless of the length of time he had been in the work. He found that when agents get into a slump, grow stale and seem to be unable to overcome the

Eyes Dispensable Agency Functions

Harry Wood Suggests Collections from Home Office, Other Economies

Suggestions as to agency functions that might be dispensed with in the event it should develop that there is more work to be done than there are people to do it were given by J. Harry Wood, second vice-president of John Hancock Mutual Life, at the meeting of the Life Agency Officers and Research Bureau in Chicago. He analyzed the situation that would exist if there should be such a man-power shortage that it would be impossible to replace personnel. It is important now, he said, to begin to search for dispensable agency functions so that if the emergency does arrive the company would be prepared. He said it is difficult to generalize because the dispensable



J. HARRY WOOD

functions differ at least to some degree from agency to agency and department to department.

Mr. Wood said that several companies are now collecting their premiums directly from the home office with no increase in home office personnel, a decrease in agency personnel and in expenses. He suggested that a searching analysis be made in the agency departments and in the agencies to eliminate any records or other work that could be dispensed with. With a decrease in number of agents every general agent should look at the space of his agency office both from the standpoint of cost per square foot and annual rental. Knowledge of better methods and less

condition they should go back to the fundamentals. They should bring to light the elementary lessons that they learned in their early days of life insurance. There is a need, he said, for skill in life insurance work and these courses are designed to sharpen one's wits. Mr. Lovelace said that in the future undoubtedly further courses would be planned. He said that many agents who took the course feel the need for more advanced work covering programming, taxation and other subjects of profound interest.

Mr. Lafot entertained at luncheon the visitors from the home office at the Attic Club in the Field building prior to the meeting.

C. M. Cartwright, THE NATIONAL UNDERWRITER, referred to his initial acquaintance with the New York Life, when as insurance editor of the old Chicago "Inter-Ocean" he called on T. A. Buckner who then was inspector of agents at Chicago.

expensive procedures should be made available to all agencies.

Some companies are now asking for more careful selection and direction of direct mail activities and are being more highly selective in the advertising literature used.

Pilot Offers War Bonds in Place of Convention

Pilot Life has offered war bonds to ordinary agents in lieu of a convention. For men who were with the company prior to July 1, 1941, a bond of \$100 face amount is offered to each agent who delivers \$200,000 net paid for business in 1941 and 1942, of which \$20,000 must be paid for in the last three months of this year, and a \$200 bond for twice that volume. For men who joined on or after July 1, 1941, a \$50 bond is offered to each agent who delivers \$100,000 net paid business in 1941 and 1942, of which \$20,000 must be paid for in the last three months of this year and a \$100 bond for double that volume.

John A. Stevenson, president of Penn Mutual Life, addressed the Jackson, Miss., Executives Club on "National Affairs."



BERT A. HEDGES OF THE WICHITA THOMAS HOPKINS POST NO. 4 (and a fine life insurance man) has developed a plan under which the Post purchased 500 of R & R's "Financial Manual for the Man Entering the Service" to be distributed to service men. If you wish to present the plan to your Post, drop me a line for details.

SPEAKING OF THE "FINANCIAL MANUAL," the question is asked if it contains the changes made by the Oct. 6th amendments. It does. We delayed printing for weeks so it would be correct.

THANKS, MR. HUDNALL, for the order for "Drafted to Stay Home" which PENINSULAR LIFE men are using so effectively—and FRED FISHER of the LINCOLN NATIONAL, for your company-wide use of the "Financial Manual"—and RAY B. HELSER of the HOME LIFE for your extensive use of the November tax letter and to the many others who have kept us working literally night and day.

DECLARING "TEXAS IS TOPS," HILBERT RUST, C.L.U., our associate editor, is home after addressing Dallas, Fort Worth, Houston Associations, as well as the Dallas C.L.U. group.



PAUL SPEICHER
Managing Editor

THE INSURANCE
RESEARCH & REVIEW SERVICE
INDIANAPOLIS



Our General Agents are receiving

1. Liberal First Year and Renewal Commissions.
2. Organization Allowances.
3. Office Allowances.
4. Agency Development Funds.
5. Persistency Bonuses.
6. Trained Field Supervision.
7. Prize Winning Sales Material.
8. 1942 Merchandise.

If YOU are interested in this kind of compensation and cooperation for high grade performance, write

H. S. MCCONACHIE
Vice Pres. and Supt. of Agents



Chicago Parley Gives Confidence to Leaders

(CONTINUED FROM PAGE 1)

Hanselman, vice-president of Union Central Life; S. J. Hay, president of Great National Life; W. M. Anderson, assistant general manager of North American Life of Canada, and E. B. Stevenson, executive vice-president National Life & Accident.

Tuesday afternoon the bureau directors gathered and elected as chairman C. O. Fischer, vice-president of Massachusetts Mutual, and vice-chairman, H. A. H. Baker, assistant general manager Great-West Life.

There were also elected at that time members of the new executive committee, they being Mr. Fischer; F. H. Haviland, vice-president Connecticut General Life; J. G. Parker, general manager Imperial Life; R. E. Irish, president Union Mutual Life, and J. A. Hawkins, vice-president Midland Mutual Life.

R. E. Irish was elected chairman of the executive committee of the bureau.

S. T. Whatley, vice-president of Aetna Life, who has been vice-chairman, was elevated to the post of chairman of directors of the Association of Life Agency Officers. New directors of the A. L. A. O. are R. E. Donald, Canada Life; Wallis Boileau, Penn Mutual, and J. C. Higdon, Business Men's Assurance.

Though it is indicated that the sale of F and G war bonds is being placed in the hands of the victory loan committee rather than the war savings staff, seemingly the position of life insurance agents in this work will not be affected and they will merely be called on to give their support to the victory loan committee rather than the war savings staff insofar as F and G bonds are concerned. The sale of E bonds remains in the hands of the war savings staff.

W. S. PENNY PRESIDES

After enjoying a sumptuous buffet luncheon, the group gathered for the opening session Tuesday afternoon. In the chair was W. S. Penny of Sun Life, who was chairman of the executive committee of the Research Bureau. He called upon E. M. McConney of Bankers Life of Iowa to report as chairman of the committee on agents compensation. The committee has just issued a fourth report dealing with the compensation of the agency head.

Mr. McConney recalled that one of the assumptions of the committee is that in any change that is effected there can be available for agency compensation the same total amount that is presently available. It has been established that under the New York law it is not necessary to pay the individual agent the exact statutory commission scale, but only that the total paid is not above the mark.

The problem, he declared, touches the agency head, the continuing agent writing persistent business and the poor agent and one who quits.

The committee assumes that the agency head under any revision shall receive the same total amount as he is now getting. That does not prevent a company from shortening to perhaps 10 or 15 years the number of years in which the general agent is to be paid.

Good Continuing Agent

It was assumed that the good continuing agent should get more than 50 per cent and nine 5's. There should be special reward for persistent business, payment for service beyond the tenth year and security for old age.

The committee drew up an illustrative plan. The extra compensation for the good agent is made up by lesser payments to the man writing poor business and who quits.

A problem is how to handle orphaned business. A government representative told the committee that the wage freezing law is not intended to limit the compensation received by a commissioned agent but it does freeze the scale of commissions. Under the circumstances, it is probably futile to consider amending the New York law during the

war. It is a mistake, Mr. McConney said, for anyone to look for a system that will be a solution to all troubles. There is no such animal, he declared.

Greetings From Dewey

W. M. Dewey, president of the Edgewater Beach Hotel, gave a gracious message of greetings.

George L. Harrison, president of New York Life and chairman of the life insurance coordinating committee, who was to have been the lead-off speaker, was unable by reason of Washington duties, to attend.

S. T. Whatley, vice-president of Aetna Life, gave a talk in which he emphasized the importance of the work being done by the agents in the sale of war bonds.

W. H. ANDREWS SPEAKS

W. H. Andrews, Jr., Jefferson Standard Life, Greensboro, N. C., secretary of the National Association of Life Underwriters, gave a much appreciated message in which he stressed the importance of the life insurance business in helping to win the war.

He declared there are too many life insurance men who are considering their business as a nonessential activity and are leaving it to get into non-combatant jobs in the army. This is tending to lower the morale of the field forces. He expressed the belief that it would be much better for these men to do a good job at their posts of selling and servicing life insurance. This, of course, is not true of the younger men who will be put into the actual combat divisions.

Mr. Andrews said that the money to pay for the war could be raised through taxation and borrowing and taxation can only be applied to a certain degree. Beyond that the nation would be "killing the goose that lays the golden egg." He emphasized the great importance of the war bond campaign not only in the financing of the war but in the morale building of the citizens on the home front. The interest and enthusiasm displayed by citizens in the purchase of war bonds has contributed greatly to a better morale. It helps to halt the inflation threat and it causes the masses of people to own a share in the war and in the country.

Some 22,000 agents are active in the sale of war bonds and they have sold more than \$2,250,000,000 of war bonds in cash sales and pledges. This refers only to the E bond sales. Through the life insurance coordinating committee the N.A.L.U. has offered the services of the agents to the Treasury Department in the sale of F and G bonds. Most of the state administrators and the life underwriters chairmen in each state are now setting up a program for such sales.

The life insurance agent is the best morale builder in the country, according to Mr. Andrews. Because of his many contacts he is able to do much to educate the public as to the necessity of many things which they are having to do today.

Before closing Mr. Andrews called on George Huth to take a bow. Mr. Huth, general agent for Provident Mutual, is co-chairman of war bond committee of the Chicago Association of Life Underwriters that has produced an outstanding record. E. R. Seese, Metropolitan, is the other chairman.

Then came the high point of the afternoon when James E. Rutherford, executive vice-president of the National Association of Life Underwriters, appealed to the companies to act decisively and

as a unit in providing a common front. He said clarification of the status of the agent today is the paramount need and when that is done the basis for solution of the gasoline rationing problem will be established.

Gives Canadian Impressions

Charles Martin of Northern Life of Canada, who was to have addressed the dinner session Wednesday of companies with less than \$125,000,000 in force, instead gave his talk to the full assemblage Tuesday afternoon. It was much the same address that he gave at the session of the American Life Convention recently dealing with Canadian life insurance in wartime. He did add some additional observations such as that no man in Canada can get gasoline that will enable him to travel more than 4,500 miles per year and there is some hint that urban

men will be limited to 1,500 to 2,000 miles.

Some in the United States have felt that the better production record in Canada is partially due to the fact that the Canadian military men are not offered insurance similar to National Service Life Insurance in this country and that the soldier market aids Canadian sales. Mr. Martin said that a system of non-contributory pension benefits exists for Canadians in uniform and that these benefits compare favorably with National Service Life Insurance. One large Canadian company reports that in 1941 only 5.3 per cent of its policies by number and 5 per cent by amount were on men in the armed services.

Six Directors Nominated

Joseph C. Behan, vice-president of Massachusetts Mutual Life, reported in his usual witty style as chairman of the nominating committee, bringing in a slate of six new bureau directors.

The closing speaker was J. M. Hol-

Our America Is Your America and My America

Together you and I can send fighting dollars to help preserve our American independence by investing at least 10% of our earnings in War Bonds.

Then you and I can each guarantee that our families shall enjoy economic independence by our individual ownership of adequate Life Insurance.

We have need of both—

War Bonds to keep them safe NOW.
Life Insurance to keep them secure THEN.



GREAT SOUTHERN LIFE INSURANCE COMPANY

E. P. Greenwood, President

Home Office

Houston, Texas

combe, Jr., manager of the Research Bureau. It was a magnificent treatment of the big questions of the hour.

Tuesday evening the group had an excellent opportunity to fraternize at the reception tendered by President Dewey of the Edgewater Beach Hotel.

At the Wednesday morning session a most practical and informative fare was offered, mainly pertaining to recruiting. J. G. Parker of Imperial Life was in the chair, as vice-chairman of the board of the Research Bureau. The speakers included L. W. S. Chapman of the Research Bureau; Wallis Boileau, Jr., second vice-president of Penn Mutual Life; O. J. Lacy, president of California-Western States Life; W. S. Penny, director of agencies of Sun Life of Canada, and Vincent B. Coffin, vice-president of Connecticut Mutual. Especial interest was taken in the presentation by Mr. Penny. Just the other day Mr. Penny consented at this time to reveal the incentive financing plan, which was introduced several months ago. Mr. Penny made this decision after the convention program had been announced and so his talk was a surprise and he gave the group most absorbing news.

Mr. Coffin brought before the assembly the new report of the bureau on the selection of managers. Despite the war, it is wise to tackle the problem now, he declared. The basic challenge of the business is to attract the right type of man in sufficient numbers. And the recruiting problem goes back to the manager. Even the best plan has little value in the hands of an inferior manager. The bureau believes progress can be made in improving selection of managers. He recalled that the aptitude indices have proven their value in determining sales ability. For instance a recent study showed that of a group of agents studied, 40 percent of the A men survived the first year; 32 percent of B men; 22 percent C, 16 percent D and 8 percent E. The average first year production of A men was \$84,000; B men \$67,000; C, \$54,000, D \$43,000 and E, \$36,000.

It is more difficult to measure potential managerial talents. The agency department does need some objective appraisal of men. The test that has been constructed by the bureau theoretically should indicate the aptitude for life insurance agency management. The bureau now wants member companies to complete certain blanks covering all new managerial appointees. That will give the bureau an opportunity to make a study of the actual operations of the test.

WEDNESDAY SESSION

At the Wednesday afternoon session E. B. Stevenson, executive vice-president of National Life & Accident, gave one of the most useful papers of the meeting. He answered in very practical fashion the many questions that the exclusively ordinary company is asking about the possibility of reaching the new market of highly paid war workers.

Then Wendell F. Hanselman, vice-president of Union Central Life, gave a valuable address "The Ordinary Agent in Today's Market."

J. G. Stephenson, assistant general manager and director of agencies of London Life, gave an account of his company's experience in writing quality business. London Life's objectives are to develop a corps of professional agents to specialize in selling needs; to get a satisfactory volume of quality business at reasonable cost to the company; to concentrate on executive or professional preferred prospects, and to have each agent make a satisfactory income. Then, with the aid of charts, Mr. Stephenson showed how London Life has made progress in connection with each objective.

In conclusion, he declared: "In thinking of the present we may be inclined to ask ourselves whether, because of the manpower situation, we should let down the bars and take mediocre men, and

if we should relax our vigilance and accept all of the business submitted to us without careful scrutiny. This would be fallacious reasoning. With head office underwriting departments losing experienced underwriters, there may be a tendency to push business through as a matter of expediency without proper regard to this all important subject of persistency.

"After all, the duration of this war will be but a short interval in the life span of the average man, and but a moment in the history of our business. What has been done in the past and proved successful must be our guide for the present and the future. Who can say what our experience will be when this war is over and the thousands now buying life insurance find themselves back in peace time occupations? Does it not behoove us under present conditions to be even more exacting in our requirements than ordinarily would be the case?"

"Persistency of business is governed by fundamental factors and there is no short-cut to writing quality or profitable business. One of these factors is to have as representatives in the field the types of men who are on an equal basis of quality with the types of purchasers with whom we want to do business; representatives who are trained intentionally to approach preferred prospects on the basis of rendering high class life insurance service. It follows that if we select the type of man who is capable of going after good quality business and give him the training in skills necessary to write that class of business, we will make him feel at home in writing good quality business and he will not want to explore other fields.

Quality of Agents and Business

"It is impossible to divorce quality of agents from quality of business. Low quality agents will on the whole write more poor business than good. Furthermore, we have learned from experience that training of itself is not sufficient to guarantee high persistency of business. Given high quality agents and effective training, the use of the rating chart will direct their activities along lines which are most profitable to the policyholder, the company, and the agent.

"It was following world war I that the life insurance business had its great upsurge, but unfortunately, aside from writing a large volume of business we did not have the proper kind of organization to capitalize on the conditions of the day.

"We should prepare ourselves to take advantage of an even greater expansion of our business after this war. People are sold on the value of life insurance today as never before in history. The place of life insurance in the economic life of the nation as well as that of the individual is now recognized.

"Life insurance is on trial. We must ask ourselves what steps we are taking to meet the challenge. For our part we intend to keep before us and keep on striving to attain our objectives."

The final speaker was B. N. Woodson, assistant manager of the bureau. Mr. Woodson here further established himself as a clear and resourceful observer, analyst and leader.

CLOSING SESSION

With John H. Evans, vice-president of Ohio National Life, presiding in his capacity of chairman of the A.L.A.O. directors, the closing period Thursday morning was one of the most valuable of the week. The speakers were J. Harry Wood, second vice-president of John Hancock Mutual; G. C. Cumming, general manager of Monarch Life of Canada; Dudley Dowell, assistant vice-president of New York Life; Cecil J. North, second vice-president of Metropolitan Life; Samuel E. Mooers, field vice-president of Acacia Mutual; E. M. McConney, vice-president Bankers Life of Iowa, and Eugene E. Wilson, president United Aircraft Corp.

Mr. Wilson, in his address, declared:

"One great inflationary threat lies in the excessive costs of the war effort. Inflation is produced by excess of government expenditures over national income, as well as by excess of individual purchasing power over availability of consumer goods.

"This latter can be absorbed through employees' thrift. In my company, 15 percent of the payroll is invested in war bonds, federal credit union deposits and group insurance of all kinds, by voluntary payroll deductions. Our employees are providing for the rainy day that will accompany the conversion of industry from war to peace. The economic and social soundness of this cannot be questioned.

"The cost of defense products will be far less than under a living wage and post-war sale.

"In planning his own security, the individual worker will do his bit buying war bonds. He will also avail himself of the diversification offered by the purchase of insurance. Insurance is the business of security. The employee should understand that through insurance, he is investing in American business, the real source of national wealth and security. Thus, he will acquire an acute personal interest in business.

"Out of every war comes social change. Out of this one, new concepts of the social significance of business are already apparent. Industry and labor must unite in the creation of a new industrial society based on liberty. We seek security in the American way—not the way of the Inca. The greatest single contribution we can make to the peace and freedom of the world is to set a shining example in the application of the American way at home."

W. B. Corcoran, actuary in the life insurance division of the New York insurance department, spent the last week in Los Angeles consulting with California department officials relative to matters connected with the California department.

Hamilton Month Is Observed by Federal Life Men

In September Federal Life conducted its traditional "Hamilton Month" campaign in honor of the birth month of Isaac Miller Hamilton, chairman of the board and founder. At the opening of the drive a number of leading representatives pledged themselves to produce certain quotas of new business during the month. Each member of one group assumed a \$78,000 quota of paid business, representing \$1,000 for each year of Chairman Hamilton's life, and the representatives of another group pledged to make a \$43,000 quota, or \$1,000 for each year of Chairman Hamilton's service with the Federal.

Five representatives attained their \$78,000 quotas, S. Robert Cooper, L. H. Baxter and J. P. Block of Chicago; E. L. Knetzger of St. Louis, Mo., and F. C. Reed of Marshalltown, Ia. These five are now life members of the Hamilton 78 Club. C. E. Chappel of Elkin, N. C., fulfilled his \$43,000 pledge and became a life member of the Hamilton 43 Club. All six club members will be rewarded with gold watches in appreciation of their efforts.

Chicago Chapter's Dinner

Chicago chapter of C. L. U. held a "Join the Navy" dinner meeting Thursday. It was announced by an interesting folder prepared by the insurance division at Great Lakes naval training station, which took up a number of questions frequently asked about national service life insurance and gave the answers. Lieut. C. P. Slater, who is in charge of the insurance division, and two assistants presented an illustrated talk, with music by five navy musicians.

MUTUAL SAVINGS LIFE Announces...

CHILDREN'S INSURANCE offered on the
Ordinary Life - Limited Payment Life - Endowment at Age 65... with
Full Benefit at Age 3
Death Payments per \$1,000

Under 6 months of age	\$ 100.00
Age 1 (nearest birthday)	300.00
Age 2 (nearest birthday)	600.00
Age 3 (nearest birthday)	1,000.00

Premium waiver benefit in event of death or disability of parent-beneficiary.

General Agency openings available in Missouri and Arkansas.



For further information concerning General Agency opportunities, write to:—

AGENCY DEPARTMENT
Mutual Savings Life Insurance Company
3207 Washington Boulevard
Saint Louis, Missouri

Paul Stewart
Agency Vice President

Allen May, President

J. DeWitt Mills
Superintendent of Agents

Capt. Hommeyer Sees Evidence of Morale Building

One of the impressive moments at the meeting of the Research Bureau and Agency Officers in Chicago was the conclusion of the talk of Wendell Hanselman, vice-president of Union Central Life, consisting of the reading of a letter he had received from Capt. Paul Hommeyer, Union Central Minneapolis manager, that was written before he sailed from England.

"Personally, I'm not in a very good spot to pass out news—when you're at a port of embarkation you merely keep your mouth shut and wait, hoping to God that your ship will be ready tomorrow so the waiting can end," it reads. "It's a peculiar atmosphere and the air is charged with tension, not because of what lies ahead, but by the let down of waiting for it to get started. My own reactions are quite mixed. The prospect of a long separation from one's family is naturally hard to take, increasingly so as time goes on. On the other hand, I did get the break of an independent command and the group is tops, being about equally divided between hand-picked men from the regular army and from selectees. I at least haven't any complaint on that score—and the job we've been given should provide sufficient excitement to keep us out of mischief.

"However, I didn't start this letter to write about myself—but rather to pass on a little sermon I heard the other evening on life insurance. There was a small group of us sitting outside the officers' club the other evening having a beer before turning in. All of the officers like myself were members of task forces awaiting shipment with the result that our conversation was more or less free and personal. One of the group was just back from a short leave to New York to say good-bye to his family and someone casually asked him as to how he spent his last evening in the big town. He hesitated for a minute and then replied—'Well, it may sound funny—but I spent my last evening, not at a show or in a night club, but with a life insurance agent.

"You see, after I saw the family off on their train in the afternoon, I was about as low as a white man could be. I stopped by a bar for a drink or two, but soon found that wasn't going to solve the problem. The more I thought of the wife and kids, the more I relived the dreams we'd had together and recalled the many plans we'd built not only for ourselves, but particularly for the children, with the result that I was fast getting into the frame of mind where I was wondering if the whole thing was worthwhile. Frankly, I was so full of self pity it was running out of every pore—when suddenly, the thought came to me: 'What the hell, man, if you don't come back, they're still going to be able to do all the things you'd planned for them—that's what that damn life insurance is for.' And you know what," he added, "it made me feel so damn good I called up the agent who had been hounding me all through the years and made him come down town so I could buy him the best dinner in town."

"I'll admit, Wendell, that there is no great moral to be found in that short conversation, but I do wish I could have had a recording of the discussion that followed. It would have gladdened the heart of any insurance man because it revealed the tremendous extent in which life insurance is bolstering the morale of the men who own it—for as one of the group put it—'If it wasn't for my confidence in the future of America and the security that insurance gives my wife and kids, I couldn't face the job that lies ahead.' We've talked about life insurance that way, Wendell, for a long time, that is we in the field—now I'm privileged to see our policyholders

Mutual Life Discourages Extra Gasoline Plea

Mutual Life of New York has sent a letter to agents presenting 17 practical reasons for carrying on with maximum results after nation-wide gasoline rationing goes in effect Dec. 1, instead of seeking special privileges. The suggestions are based on a survey made among Mutual Life agents in eastern states which have had gasoline rationing since July 21. Of those interviewed, 85 percent said they have been able by careful planning and adoption of more concentrated working methods to maintain normal production under the restrictions. Some have increased their business.

The suggestions are:

1. Use the telephone to make appointments in advance, for the majority of service calls, to prospect among centers of influence, to qualify prospects, to make appointments in the office where feasible.
2. Obtain settlement with application, thus obviating the necessity for personal delivery of policy.
3. Use company literature, which paves the way and helps sell the prospect before the call.
4. If working in adjoining towns for several days, don't drive home in between—spend the night.
5. Share car with other salesmen going the same way.
6. Zone work.
7. Develop "nests"; make more salary savings calls.
8. Use public conveyances wherever possible.
9. Read insurance trade magazines and text books. A agent in the east said: "I have read and studied more, and, believe me, it has helped. I've just had my best month since entering the business, even though I'm 90 miles from a railroad and eight miles from a bus line."
10. Develop and use more centers of influence.
11. Make more attempts to close per call.
12. Get the names of and data concerning all new people moving into town.

Definite Preparation Needed

13. Have a definite presentation and plan for the call, which increases effectiveness and saves time.
14. Use a bicycle whenever possible.
15. Walk more. Many prospects will be encountered.
16. Concentrate efforts. An agent spends every Saturday on the streets in his town, has more interviews on that day than any other. Another spends one day a week in the general store with similar results.
17. Develop clients among employed women, who are more insurance-conscious than ever before. Good prospects for juvenile insurance, too.

Mutual Life urges its agents when applying for ration book not to take the attitude that the life agent is a privileged character.

Jeanes Agency Moves

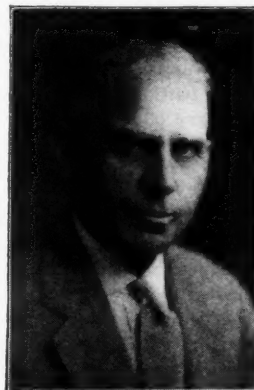
The Otto Jeanes agency of Guarantee Mutual Life, which has been located in the Bankers building, Chicago, has now moved into new quarters at 956 Insurance Exchange. This is the former Farmer & Warrick agency. Messrs. Farmer and Warrick are still connected with the office, but Mr. Jeanes is general agent. Vice-president A. B. Olson, who was in the city for the Research Bureau meeting, visited the new office this week.

Eleanor Schreiber of the California department, who has joined the WAVES, was honor guest at an informal gathering of employees.

accept it in the same light. Life insurance is a fundamental part of our way of life, Wendell, and it's up to you boys at home to keep it that way!"

Midland Mutual Agent Has Fine App-A-Week Record

S. L. Yochum, general agent of Midland Mutual Life at Hamilton, O., has just completed 936 consecutive weeks of



S. L. YOCHUM

production. Mr. Yochum joined the company in 1912. In 1931 he was named to his present position. His consistent production and excellent persistency of business has qualified him for the company's Leader club.

Mr. Yochum is securing a large portion of his business from women and juveniles.

Ralph W. Mowrer, Akron, O., has completed 580 weeks, and James H. Moorecroft of Detroit 561 weeks of consecutive weekly production.

Ordinary Sales Decrease in October 2 Percent

Sales of ordinary life insurance for October were \$467,814,000, a decline of 29 percent, according to the Sales Research Bureau's figures. For the year to date the figure is \$5,362,536,000, a decline of 8 percent.

The October decline ranged from 21 percent for the west north central states to 35 percent for the middle Atlantic states. For the year to date the best record was turned in by the Pacific Coast, which had a drop of only 1 percent. The largest percentage decline was in the middle Atlantic and south Atlantic states, both of these areas showing an 11 percent drop.

Following are the bureau's figures by cities, the first percentage being the decline for the month and the second the decline for the year: Boston 24 and 7; Chicago 31 and 13; Cleveland 32 and 12; Detroit 12 and 6; Los Angeles 30 and a gain of 3 percent; New York 33 and 7; Philadelphia 35 and 12; St. Louis 5 and a gain of 3 percent.

W. V. Woollen Tulsa Speaker

W. V. Woollen, agency vice-president of Capitol Life, spoke on "My Future as a Manager in a World at War" at the November meeting of the Tulsa Life Managers Association.

At the regular monthly luncheon held the same day, Mr. Woollen also addressed the Tulsa Life Underwriters Association on "Outside—Inside?"

Coy L. Inmann, Capitol Life's general agent at Tulsa, introduced Mr. Woollen at both meetings.

*Praise the Lord
and pass the
ammunition!*

B. M. A. salesmen have no time to think about their place in the war effort. They're already in the fight. They have the ammunition in the form of the most modern weapons of economic protection and a whole Nation full of people who need their advice and counsel. So they're going to keep right on working until the Government asks them to do otherwise.

Business Men's Assurance Company

KANSAS CITY, MISSOURI

W. T. GRANT
President

J. C. HIGDON
Vice-Pres. in Charge of Sales

EDITORIAL COMMENT

New War Bond Campaign

The Treasury Department, in cooperation with leaders of management, and labor, initiated Nov. 16 a very important six weeks payroll savings campaign. The object is to increase the number of wage earners regularly buying war bonds through payroll savings plans from the present total of approximately 21,000,000 to 30,000,000, and at the same time to raise the percentage of total earnings pledged for this purpose from 8 to 10 percent. The slogan is "Top That 10 Percent by New Year."

Employers who are giving their time and effort to the furtherance of payroll savings systems are going far to insure the success of the voluntary plan for selling war bonds. The voluntary sales plan, as opposed to compulsory savings, is based upon the American principle of free enterprise—of selling a product to a customer who is willing to buy it. It demonstrates, moreover, that business methods are the best way of getting the big job done, and that private organiza-

tions and individuals can cooperate with the government in the accomplishment of this task.

There is a patriotic motive involved too, in voluntary buying. Putting their money into war bonds is the only way open to many Americans for giving assistance in the fight against the Axis. To take from them the ability to do this voluntarily would deprive them of an important outlet for pent-up patriotism. This is evidenced by the fact that numerous people speed up their bond buying when the entrance into active service of some relative or friend brings to those at home a fuller realization of what the armed forces are doing.

Business and industrial companies which are becoming issuing agents for Series E bonds are not only helping this genuinely American plan of selling war bonds, but are placing the firm's name before the public as an unselfish contributor to the war effort, and a real factor in our national strength. Insurance is eager to do its part.

Hope for the \$40,000 Exclusion

THE \$40,000 life insurance estate tax exclusion is gone but not necessarily forever. There will be other revenue bills. Each of them will offer an opportunity to put the life insurance exclusion back into the law where it belongs.

The indications are that when the conference committee got together to iron out the differences between the Senate and the House versions of the revenue act the Senate version prevailed on such an overwhelming majority of points that reasons of legislative diplomacy made it necessary to concede at least some of the points contained in the House bill. Unluckily, one of these sacrificial goats turned out to be the \$40,000 life insurance exclusion. The House bill prevailed.

If there had been more time to consider the life insurance exclusion on its merits the wisdom and justice of leaving the \$40,000 exclusion in the law would undoubtedly have won out. As a practical matter the \$40,000 exclusion would have been a better revenue raiser than the increased general estate tax exclusion. The Treasury admitted, though only under pressure, that the \$60,000 general estate exclusion would produce about \$15,000,000 less revenue a year than leaving the law the way it is.

The \$40,000 life insurance exclusion

has been in the revenue law ever since there has been an estate tax. It hardly seems reasonable to believe that the lawmakers up to this time have all been wrong on this point and that the new act has at last hit upon the right way to handle it. There are many sound social reasons why the law should contain a special life insurance exclusion. The only possible argument against it is that it benefits the policyholder who is more prosperous than the average more than it does the person of average means. Yet today because of low interest rates the \$40,000 exemption means much less in terms of income than it did when it was written into the law.

There is no doubt that the \$40,000 exclusion has sold much life insurance even among those whose combined life insurance and general estates would have been well within the \$40,000 general estate tax exclusion. It is for that reason life insurance men are more concerned about the loss of the exclusion than they are about the effect it will have on sales to persons in the higher income brackets.

One of the worst features about losing the exclusion is that it seems to place life insurance proceeds in the same class as general estate assets. This would upset the long standing principle

that life insurance is not a testamentary disposition of assets but indemnity for loss.

For all these reasons it is to be hoped that the life insurance business and that

part of the public which is interested in its life insurance proceeds will make the effort necessary to have the \$40,000 specific exclusion put back into the law. The provision should be maintained.

PERSONAL SIDE OF THE BUSINESS

R. J. Williams, manager Jefferson Standard at Florence, is elected lieutenant governor of South Carolina, going into office Jan. 17. He entered life insurance 25 years ago and was made manager at this branch in 1936. Mr. Williams is what he calls an untrained life underwriter. When he first entered the business he was handed a rate book and applications and did not know until he had written 93 "apps" that the company would write over \$1,000 on any one life. He has a large circle of friends and owns three drug stores. He insists on his agents studying and makes every new agent in his organization take the company's course.

A. E. Pequegnat, assistant general manager of Mutual Life of Canada, has been named associate director in charge of civilian transfers under selective service in Canada. He has gone to Ottawa to take over that position.

E. Guy Owens, Oklahoma manager of Mutual Life of New York, has received news that his son, Marion Owens, has been commissioned a captain of field artillery stationed at Camp Howze, Gainesville, Tex., and his son-in-law, Max A. Minnig, has been commissioned a captain assigned to the air service command at Patterson Field, Springfield, O. Manager Owens had just celebrated his birthday and the 41st anniversary of his connection with Mutual Life, and also had received news of the arrival of his second grandson and namesake, Michael Owens Minnig.

O. J. Arnold, president of Northwestern National Life, has been reelected chairman of the executive board of the Minneapolis Civic Council. **George K. Belden** of the Fred L. Gray Co. is a member of the board.

Archie V. Hurst, general agent of National Guardian Life at Eau Claire, Wis., was elected president of the Kiwanis Club there.

The new army air base recently completed at Camp Forrest has been named "Northern Field" for Second Lieut. **W. L. Northern, Jr.**, in civilian life an agent of National Life & Accident, who has killed as an army air pilot in a collision in California last December.

John A. Witherspoon, general agent of John Hancock Mutual and past president of the National Association of Life Underwriters, has been made a member of the Nashville civil service and pension board and will serve as city pension aide.

Albert W. Litschgi, with Equitable Society in Tampa, is the Florida state chairman for the payroll allotment plan for war bonds and also state chairman of underwriters for the new setup for the sale of F and G bonds.

Fred Kerman, chief of the publicity and public relations department of Pacific Mutual Life, spoke Monday evening before the American Council of Public Relations in San Francisco.

H. W. Laffer of Wichita, Kansas gen-

eral agent of Northwestern Mutual, is a grandfather, a daughter having been born to his son Jack, who is associated with one of the radio stations there.

William C. Young, superintendent of Prudential in Lansing, Mich., marked his 30th anniversary with the company by entertaining the 43 members of the Lansing staff at a dinner. **L. E. Kelly**, division manager from the home office, attended.

L. Seton Lindsay, vice-president New York Life, is captain of an auxiliary police company which he recruited chiefly from home office employees of his company and the Metropolitan Life. The company has done admirable work in New York City in patrolling and guarding strategic and vital parts of the water system. The men go on duty at 4 p. m. and stay until midnight. Some of them have been cited already for special acts. Mr. Lindsay may find it necessary to resign his position, finding that it is a considerable strain on his health.

E. H. Mulock, president of Central Life of Iowa, and Mrs. Mulock have left for Tucson, Ariz., where Mr. Mulock will recuperate from his recent illness. They will return to Des Moines for the holidays.

DEATHS

A. Peel Nelson, 67, for 20 years with the Minnesota department, retiring two years ago, was killed in a mystery shooting accident at his home at Turtle Lake, north of St. Paul. Mr. Nelson was found dead in the yard where he had been raking leaves and it was supposed his death was natural until at the undertaker's establishment a bullet was found in the body. The Nelson home is a short distance from the firing range of the Twin Cities ordnance plant and authorities are investigating to determine if a bullet fired on the range accidentally struck Mr. Nelson.

T. A. Wilson, 49, assistant district manager of Metropolitan Life in Detroit, for 14 years, died there. He had retired due to ill health several months ago.

Martin W. Lammers, superintendent of agencies of Farmers & Traders Life, died last week. He was a native of Michigan, a graduate of Notre Dame and also attended Northwestern University. He started as an agent of American Central Life in Michigan, subsequently being appointed manager, agency supervisor, assistant superintendent of agents, then field superintendent for the eastern, midwestern and western territories. Mr. Lammers was transferred to the home office city in 1931 as manager of the home office agency. He resigned in 1933 to become branch manager in Philadelphia of Continental American Life, and went with Farmers & Traders in

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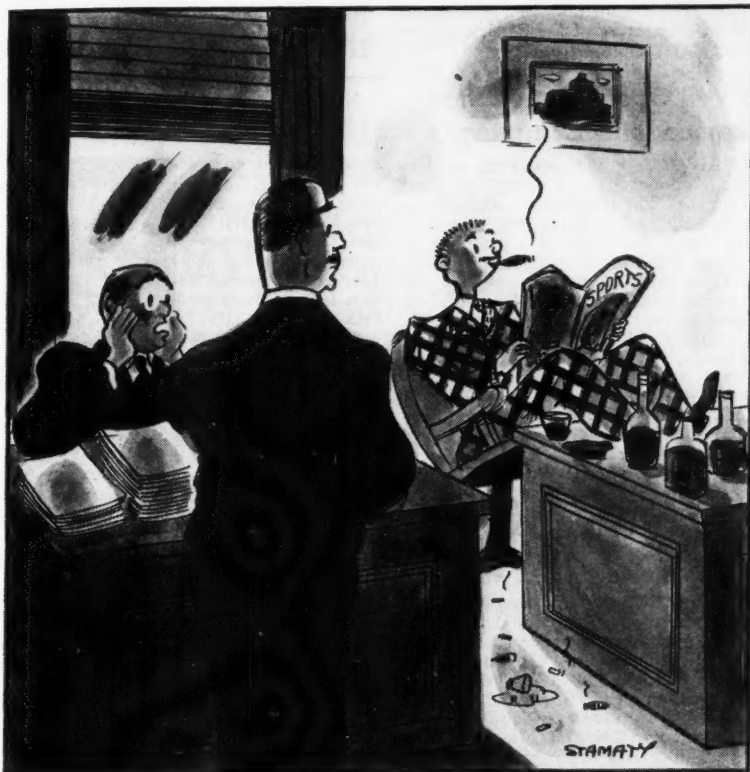
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"I'd never have dreamed of John's brother-in-law coming in.—How I wish we'd bought business insurance for John!"

June, 1940, as superintendent of agencies. He had served as secretary, vice-president and president of the Indianapolis Association of Life Underwriters and treasurer of the Philadelphia Life Underwriters Association. He was a C. L. U. and a graduate of the Sales Research Bureau school in agency management. Services were held at Jackson, Mich.

P. E. Gentry of the Atlanta office of American National died suddenly. Before joining American National he was for 20 years with National Life in Atlanta.

Paul Huntsberger, 55, Santa Monica, Cal., who had been with Penn Mutual Life more than 20 years, died there.

Nathan M. Nemerovski, agent of New York Life in Chicago for about 45 years and a Senior Uylc, died at the age of 73. He was the father of Fred Nemerovski, a prominent broker, and Jack Nemerovski, a public adjuster, both of Chicago. Nathan Nemerovski was born in Kiev, Russia, and came to this country when he was about 26. He was one of the first agents in the old West Side branch of New York Life when it was formed on Halsted street, going along when it was moved into the loop and then into the Field building. Mr. Nemerovski was a member of the \$200,000 club of New York Life for many years and his production at one time reached nearly a million in a year. He reared a family of five sons and four daughters. His wife died about two weeks ago. They had planned to hold their golden wedding anniversary next May.

Eli Schweiger, 63, New York Life agent at Jefferson, Wis., died suddenly at his home. With the company 28 years, Mr. Schweiger achieved national fame some years ago by completing at least one application a week for 25 years.

IN U. S. WAR SERVICE

Lewis I. Held, formerly with Northwestern Mutual Life in Richmond, has been promoted from major to lieutenant-colonel. His brother, **Irving I. Held, Jr.**, who was with the same company in New York City, is promoted from first lieutenant to captain. Colonel Held has just been transferred from the faculty

of the infantry school at Fort Benning, Ga., to the staff at Camp Rucker, Ala., and Captain Held is serving overseas, where he has been for 15 months. Their father, **I. I. Held, Sr.**, is still with Northwestern Mutual in Richmond.

E. A. Flickner, Jr., formerly in the actuarial department of Prudential's home office and son of E. A. Flickner, manager of Corroon & Reynolds Pittsburgh office, is now an aviation cadet preparing to be an army meteorologist. He is receiving his training at the University of Chicago.

Port W. Poindexter, special agent in the Stamm agency of Northwestern Mutual Life in Milwaukee, is now an aviation cadet training at Bennettsville, S. C. He is a son of Urban Poindexter, assistant director of agencies.

Rex Noe of the agency service of Security Mutual Life of Nebraska has entered service.

E. G. Boyce, cashier of the Elmer Abbey agency of Aetna Life in San Antonio, has been inducted into the army and is now at Kern Field, Salt Lake City. He was president of the San Antonio Association of Life Agency Cashiers.

J. W. Delhoussaye, Amicable Life, Nederland, Tex., who had been serving in the navy, has been reported missing in action.

Alvah Torrance, home office employee in the finance department of Amicable Life, Waco, Tex., has entered the finance department at the Waco army flying field.

Detroit's Chinese colony is conducting a series of farewell parties honoring **C. Y. Huie**, Michigan's leading Chinese insurance agent, who leaves in a few days for the army. He has been in Detroit 20 years, most of that time representing Sun Life of Canada.

Trying Out Women Agents

Quite a number of industrial companies are experimenting with women agents. Metropolitan and John Hancock are reported to be trying out the plan. Others are: Colonial Life, Commonwealth Life, Cosmopolitan Life, Life & Casualty and a number of other southern companies are understood to be testing the idea.

Oslico '42 Leaders

Set the Pace by Selling

Combination Programs
Mortgage Protection
Security for Women
Juvenile Insurance

LIFE ACCIDENT HEALTH HOSPITAL

THE OHIO STATE LIFE INSURANCE COMPANY

COLUMBUS, OHIO

ROSE GLASSES FOR BLUE

Three men were in a slump—their low morale disturbing others. Finally they agreed to try the Head Office Lead Service.

In the first month they wrote thirteen cases from leads, with \$5,333.20 in premiums—developed collateral business too. Blue glasses gave way to rose colored glasses. The whole office benefitted.

This is a typical example of Fidelity's Lead Service as it has operated for twenty-seven years during which \$256,525,101 of business has been written as a direct result—with millions more indirectly.

This, too, is but an example of the complete working kit available to Fidelity agents.

The **FIDELITY MUTUAL LIFE INSURANCE COMPANY**
PHILADELPHIA
WALTER LEMAR TALBOT, *President*

NEWS OF THE COMPANIES

Payton, Schram and Burns Elected Vice-presidents

Three Western & Southern executives, A. O. Payton, Lauren Schram and W. O. Burns, have been elected vice-presidents. In addition to new responsibilities, they will continue supervising divisions B, C and D respectively of the company's field forces. Division A,



A. O. PAYTON

which is under the direction of Lt. W. J. Williams, vice-president who is now in the army, is now temporarily divided among the three new vice-presidents.

Mr. Payton entered the company's service as an agent at Terre Haute in



W. O. Burns



Lauren Schram

1919. He was promoted to superintendent in the same district in 1920 and appointed home office inspector in 1922. In 1924 he entered the home office as division manager and successively served as supervisor, assistant secretary and field secretary until 1932, when he became superintendent of agencies. His election as vice-president occurred ten years to the day from his appointment as superintendent of agencies.

Mr. Schram went with Western & Southern as assistant secretary in 1931, with a wide experience of over 20 years in the field and home office with Metropolitan Life. He later became field secretary, which title he held until his present election as vice-president. During the former he saw service with the medical detachment of the 332nd Infantry Regiment which comprised the only American troops in Italy.

Mr. Burns started as an agent at Lafayette, Ind., with the old Public Savings Life in 1925. In 1927 Public Savings was reinsured by Western & Southern and Mr. Burns' service with this company dates from then. In 1931, he was promoted to manager at Terre Haute and subsequently was manager at Muncie, Springfield, Ill., and the Chicago West district. In 1938 he was

promoted to superintendent of agencies for the newly established division D.

Sun Life Makes Home Office Shifts

J. Armitage Ewing, legal adviser of Sun Life of Canada, has retired after 30 years association with the company. The new legal adviser is R. D. Taylor and at the same time M. Versailles is appointed legal consultant and E. L. Earl associate secretary. E. Alexander, who has been with the investment department since 1935, is named assistant treasurer.

Mr. Ewing graduated in law at McGill University in 1897. He joined Sun Life in 1905. He is a vice-president of the Provincial Council and a past commissioner for the province of Quebec.

Mr. Taylor's studies were interrupted by the last war but he continued his studies after serving in the flying corps and he graduated in law from McGill in 1923. He joined Sun Life in the same year and since has occupied administrative and executive positions.

Mr. Versailles graduated from the



R. D. Taylor



E. L. EARL

McGill law school in 1920, continued his studies at Oxford and the Sorbonne in Paris. He has been connected with Sun Life since 1927.

Mr. Earl has been with Sun Life for more than 40 years. He served in the navy during the last war. In 1930 he was the president of the International Claim Association and in 1934 he was appointed assistant secretary and superintendent of claims for Sun Life.

Provident Mutual Elects J. A. Turner a Director

J. Archer Turner, president of the Turner Construction Company, has been elected a director of Provident Mutual Life. Mr. Turner has been in the building industry for 35 years and supervised the construction of many nationally known insurance buildings, including the home offices of Provident Mutual, Fidelity Mutual, New England Mutual, Liberty Mutual, Continental American Life and Massachusetts Mutual Life. Besides constructing some famous hotels, he participated in the building of the football stadia at the University of Pennsylvania, Pittsburgh, Cornell and

Brown. He is a member of the national panel of arbitrators of the American Arbitration Association.

Du Vall Opens Own Office; Atkerson Joins Company

R. K. DuVall, vice-president of Republic National Life in charge of bond investments, has resigned to establish an investment, real estate and insurance agency in Dallas. He is a graduate of the Sales Research Bureau school of investments and other seminars and has had marked success in handling bond investments for Republic National. He has secured a license to deal in stocks and bonds, and is now open for business.

Ervin Atkerson, prominent insurance, investment and real estate man of Phoenix, Ariz., has joined the home office staff in charge of investment offices and home office building. He once was treasurer of an Arizona company, had a large agency in Phoenix which he sold to move to Dallas, and was president of the Phoenix Real Estate Board.

London Life Advances Two

Carman A. Naylor has been appointed assistant actuary of London Life, heading the policy contract division of the actuarial department. He joined the company in 1933 and in 1938 went with the Canadian Life Insurance Officers Association as secretary and actuary. He returned to London Life two years later as supervisor of the policy contract division.

Wray M. Bell, assistant actuary, becomes assistant underwriting executive. He joined the company in 1927 and was appointed assistant actuary in 1934.

R. P. Boardman Made Director

Robert P. Boardman has been elected a director of Wisconsin National Life to succeed the late Arthur James. He is vice-president and trust officer of the trust department of the First National Bank of Oshkosh and a son of Gen. C. R. Boardman, veteran president of Wisconsin National.

John A. Diemand, president of North America companies, has been elected a director of Fidelity Mutual Life.

MANAGERS

Recruiting and Training Are Salt Lake City Topics

SALT LAKE CITY—At the November meeting of the Utah Life Managers Association, H. J. Syphus, superintendent of agents of Beneficial Life, further discussed "Recruiting." It is essential, he said, not only because of need for growth and expansion, "but the actual maintenance of present selling strength. At work against the manpower asset of every agency and every company is a process of erosion, which consists of failures, promotions, death, disability, retirement, pursuit of other lines of endeavor and shrinkage. Recruiting becomes a problem because of our tendency actually to do so very little about it. The fact that the penalty for failure to recruit is a deferred penalty contributes substantially to the habit of neglecting the recruiting job."

Adapt Recruiting to Times

He urged that recruiting be continued, "while changing methods as necessity dictates, even accepting complete interruption, if need be, that the war may be won as speedily as possible, for the price of victory is only insurance of life insurance and every other precious institution and custom of our land."

E. E. Vandehei, district manager Equitable Society, discussed "Training." He believes 80 percent of the agents hired would make good "if we are careful in selection and training. It is worth the effort and struggle, if for no other

Bankers Mutual Life Names New Supervisor

Glenn H. Tribler has joined the agency staff of Bankers Mutual Life of Illinois as agency supervisor covering the Missouri and central-southern Illinois territories. He was formerly with Aetna Life and Metropolitan Life in the Peoria, Ill., area. Recently he has been in the sales department of the Standard Oil Company of Indiana where he served for three years as sales manager at Peoria. He will live in Springfield, Ill., working the Missouri territory from company offices in the Chemical building, St. Louis.



G. H. Tribler

reason than the success of the agent, in the final analysis, is our success!"

Ross Speaks in Des Moines

The Des Moines General Agents & Managers Club held its first fall meeting as guests of "Successful Farming" magazine. President T. B. Read, Mutual Life, N. Y., outlined plans for future meetings which will be of educational nature.

Don Ross, merchandising manager of "Successful Farming," discussed the life insurance sales possibilities in the farm market.

Discuss Advice to Service Men

The Life Cashiers Association of Newark held a dinner meeting Nov. 18, which featured a discussion on "what advice a policyholder should be given entering military or naval service."

St. Paul Managers Elect Nov. 30

The annual meeting and election of the St. Paul Managers & General Agents Club will be held Nov. 30.

Collins, Hyland Boston Speakers

Basil S. Collins, assistant vice-president of the Old Colony Trust Co., and Sumner S. Hyland, loan officer of the First National Bank, were guest speakers at the monthly dinner meeting of the Life Insurance Agency Cashiers Association of Boston. Miss Christine Ludwig, State Mutual, Chicago, president of the Life Agency Cashiers Association of the United States and Canada, was a guest.

Coburn Is Dallas Speaker

Arthur Coburn, vice-president of Southwestern Life, addressed the Life Insurance Managers Club of Dallas on "Working Under War Conditions."

Hear Schuppel in Portland

The Portland, Ore., Life Managers Association at its November meeting heard W. C. Schuppel, executive vice-president of Oregon Mutual Life, on "Looking Ahead." Mr. Schuppel also spoke on "Inflation and the Future" be-

Loans
ON
LIFE RENEWALS
SELF-LIQUIDATING
UP TO THREE YEAR MATURITY
\$4.00
PER HUNDRED PER YEAR
WRITE TO DEPT. C

Life Underwriters Credit Corporation
NORTHWESTERN BANK BLDG., MINNEAPOLIS, MINNESOTA

fore the McMinville, Ore., chamber of commerce.

Benson Talks to Cashiers

Judd C. Benson, manager of the home office agency Union Central Life, addressed the Cincinnati Life Insurance Cashiers & Secretaries Association at the monthly meeting on "How the Cashiers and Secretaries Can Assist Agents During the Emergency."

COAST

Hold Conferences on Legislative Proposals in Cal.

SAN FRANCISCO—Company officials, organization representatives, agents and brokers are meeting this week with representatives of the California department to go over more than 100 proposals concerning legislation to be presented to the legislature in January.

On Monday, 43 proposals affecting life and disability lines were discussed. Tuesday a similar conference was held on 33 in the field of investment, administrative and miscellaneous. Wednesday, consideration was given to six fire and marine and eight casualty and surety proposals. Thursday, the conferences were devoted to 28 proposals affecting the operations of agents, brokers and solicitors.

General "overflow" sessions will be held on Friday, if necessary.

At the last legislative session, as a result of previous agreement through conference, 24 out of the 26 proposed measures became law. One of the original 26 was dropped and the other known as the "fictitious fleet" bill was vetoed by Governor Olson. This veto resulted in the present voluntary motor vehicle agreement signed by all automobile writing companies operating in California, under which they are now operating.

Utah Deputy Resigns

SALT LAKE CITY—C. N. Ottosen, deputy insurance commissioner of Utah, has resigned to become assistant attorney-general. He was made deputy seven years ago by Commissioner Neslen, now lieutenant-colonel in the army as chaplain at Fort Lewis, Wash. No successor to Mr. Ottosen has been named thus far.

AGENCY NEWS

Flickinger Agency Marks Its Golden Anniversary

The 50th anniversary of the Dan W. Flickinger agency of John Hancock Mutual Life at Indianapolis was celebrated at the annual meeting which included a business session, noonday banquet, hockey game and round table breakfast session the next morning. The principal speaker at the banquet was Paul Speicher, managing editor of the Research & Review Service. Floyd E. Leeper, unit manager at Plymouth, was toastmaster. Mr. Flickinger presented a pictorial review of the agency which included much material of a historical nature. The agency was founded in 1892 by Mr. Flickinger's father, E. E. Flickinger.

Edward R. Grisell was awarded first prize in the contest that was conducted during the past six weeks. The Flickinger agency has more than \$33,000,000 insurance in force.

Garrett Agency Gathering

Agency members who are retiring, and members in the armed forces, were

Chicago Association, C.L.U. Chapter Meet

A quick review of the scope and objectives of C. L. U. work was presented at a joint gathering of the Chicago Association of Life Underwriters and Chicago chapter of C. L. U. George H. Gruendel, Fowler agency New England Mutual Life, was chairman.

Talks were given by Louis Behr, Equitable Society "millionaire" and originator of the Behr prospecting plan published by the "Diamond Life Bulletins"; C. O. Smith, special agent Northwestern Mutual Life, and G. L. Grimm, Swanson agency New England Mutual, following the study sections of the C. L. U. course.

Mr. Behr took up the new revenue act and business insurance, stressing that the two easiest approaches for life salesmen today are through the avenues of the stock retirement plan and key men insurance.

Tax Knowledge Helpful

Mr. Smith discussed estates problems in a talk on the tax approach to selling life insurance. He said a knowledge of the new revenue act would help greatly in the approach even though it might not result in a sale of life insurance for tax purposes.

Life insurance is good property and it is a good means of saving money, Mr. Grimm said, but its real fundamental is protection. He said many men in the business for some time had got off the track and were selling life insurance for tax evasion purposes. Now, he said, it is evident the proper way is to sell it to pay taxes. Mr. Grimm commented that if an agent would throw away all his other ideas except that of life insurance for protection, he would still have 90 percent effectiveness in his sales argument.

Current Business Survey Made at Springfield, Mass.

A survey of the last 10 cases paid for in each of 21 agencies at Springfield, Mass., was digested at the monthly meeting of the Springfield Life Underwriters Association by E. L. Stanley, president, who is general agent Mutual Life of New York. There were 210 cases reviewed with total face volume \$881,950, total premium volume \$68,134, and average size of case \$4,200.

The survey showed machinists are in the lead by occupation with 27 cases, housewives next with 17, clerks 15, executives 14, sole proprietors and students, each 12. Ordinary life predominated with 88 cases, compared to 45 limited payment life and 40 endowment contracts. There were 10 family income policies, nine retirement annuities, eight term, six single premium and four retirement income.

Analysis by income groups showed 86 cases sold in the income group \$1,500-\$3,000, 45 cases in the group \$3,000-\$5,000, 27 in the group over \$5,000 and 18 in the group of \$1,500 or less.

The increasing importance of women as life insurance applicants was shown by the fact there were 50, or 24 percent, compared to 160 men.

Old policyholders produced 69 cases, as did personal canvass or friends, and

honored at a meeting of the C. R. Garrett agency of Northwestern Mutual at Peoria, Ill. H. R. Witte, Ottawa, and Oscar Van Boening, Pekin, are retiring. Capt. F. P. Rawson, Monmouth, is the sixth from the agency to enter service. Mr. Garrett presided. There was a business session in the morning and a dinner that night at which L. J. Evans, Milwaukee, assistant director of agencies, spoke. The group attended the monthly luncheon meeting of the Peoria Association of Life Underwriters.

office or referred leaders were next with 28. Direct mail resulted in six cases, cold canvass in two. There were 96 prepaid cases and 70 were on annual basis, but 77 were quarterly. Of the 210 cases, 160 were on lump sum settlement and 50 on income basis. It was reported 156 were taken for protection, 32 for retirement savings and investment, 19 for business protection and three for educational funds.

Beatrice Jones, in charge of the women's department of Equitable Society in New York, addressed the association on "The Life Underwriter in Wartimes," giving insight into the motivation of women prospects in today's market.

Joint Meeting to Hear Taggart

The Wichita Association of Life Underwriters and Wichita General Agents & Managers Association joined in a luncheon meeting to hear Grant Taggart, president of N. A. L. U. In addition to promoting the sale of war bonds and stamps, Mr. Taggart told of the many service bureaus which local associations have set up near army camps to advise members of the armed forces of their privileges under the Soldiers and Sailors Civil Relief Act.

Dayton, O.—Milton Elrod, Jr., R. & R. Service, spoke on "Selling Tax Insurance Today." The association's finance committee will recommend an increase in dues for the coming year.

Huntington, W. Va.—V. B. Coffin, vice-president and superintendent of agencies Connecticut Mutual Life, spoke on "Life Insurance and the War" at the monthly meeting.

Philadelphia—Grant Taggart, president National Association of Life Underwriters, will address a meeting Dec. 1.

Chippewa Valley (Wis.)—Social security is intended only to provide subsistence on a compulsory basis, while life insurance provides a decent living on a voluntary basis, J. E. Sweeney, manager of the social security office, said at a meeting in Eau Claire. He outlined briefly the benefits of the Social Security act and answered questions. He said survivorship benefits and old age pensions will in most cases reach adequate amounts only when augmented by life insurance benefits. He complimented the life men for bringing social security benefits to the attention of the public. Vice-president Roy Bye presided in the absence of President Walter Garness. It was reported that the war bond committee had signed 10,600 employees of 56 local firms to payroll savings plans.

Topeka—Dr. Kenneth McFarland, superintendent of Topeka schools, gave an address.

Northern New Jersey—Jerome Lehman, Penn Mutual Life, has been appointed chairman and Edward C. Jahn, Connecticut Mutual Life, secretary of the new advisory council made up of an agent from each company represented in the association.

Baltimore—A ladies' night meeting will be held Nov. 20 at which wives and sweethearts of members will be present. Miss Beatrice Jones, immediate past president New York Life city association, will speak. J. E. Rutherford, executive vice-president National association will give an address. I. S. George, National Life of Vermont, will be toastmaster. H. N. Stadler, Travelers, association president, will preside, and J. W. Boynton, Massachusetts Mutual, and R. L. Hyde, Northwestern Mutual, are co-chairmen in charge of arrangements. Dancing will follow the meeting.

Cincinnati—Isaac S. Kibrick, home office agency assistant New York Life, life and qualifying member of the Million Dollar Round Table, will speak Nov. 20 on "Life Insurance in These Changing Times."

Minneapolis—Rev. F. D. Tyner of St. Luke's Church spoke at a meeting Thursday on "What's Your Score?"

Milwaukee—L. W. Spickard, manager of Bankers Life of Iowa, spoke on "Prospecting Under Present Day Conditions," in the second of a series of talks by leading local life men.

Daniel McLeod, Travelers, chairman of the Milwaukee county committee in charge of war bond sales and pledges, reported a total in excess of \$30,500,000 on payroll allotment plans.

Salt Lake City—H. J. Syphus, superintendent of agents of Beneficial Life,

spoke on "Target for Today," and W. C. Winder Jr., instructor of adults in the city schools and University of Utah, on "Influence of War Industries on the People of Utah."

Los Angeles—At the November breakfast meeting John H. Jamison, manager of field training of Northwestern Mutual Life, speaking on "Day Tight Compartments," said life salesmen would have to enclose themselves in a compartment that would shut out all the cross-currents of affairs, such as are uppermost in most persons' minds these days if they would keep themselves on the job. Everyone is afraid. All have fears for the present and the future. He said these fears can be and must be overcome if the life man is to win the success he seeks.

Bruce Thomas, lecturer and radio commentator spoke on "Commandos Pre-empt to Invasion."

Bluefield, W. Va.—A banquet is slated for Friday, celebrating two accomplishments—doubling the membership and the sale of more than two billion dollars of war bonds by life men of the country.

Principal speaker will be Ray Evans, widely known Bluefield humorist and president West Virginia Association of Insurance Agents.

Springfield, Mo.—James H. Hands, agency supervisor General American Life, St. Louis, demonstrated his sound slide projector program on the modern life insurance selling. The picture was made doubly valuable by the presentation by Mr. Hands of a typewritten outline of the entire sales demonstration which will make it much more usable by the members.

Greensboro, N. C.—R. A. McPheeters, vice-president and trust officer Security National Bank, told of the good opportunities he has observed in the trust business for life agents during the war period at a meeting. A. C. Hall was welcomed as a new member. Henry Foust and Stanley Sturm reported satisfactory progress on arrangements for the sales course for members.

Don't fail to read "The Master Contract Plan," the first really new idea in life insurance in many years. By Robert O. Bickel, C.L.U. Price \$2. Order on approval from National Underwriter.

NAME OR NUMBER?

Here an agent is a real flesh and blood personality to everyone in the Home Office from the office boys to the President AND—we are not so big that anyone on the assembly line forgets that an agent can only make his money on delivered policies. That's why the app gets right-of-way until the policy is in the mail bag.

CENTRAL LIFE Insurance Company of Illinois

211 W. Wacker Drive, Chicago

ALFRED MACARTHUR, President

AGENCY CHANGES

Williamson Takes Charge of Combined Agencies

Robert G. Williamson has been appointed manager of the Nashville agency by Union Central Life. That agency is a consolidation of the former Knoxville and Nashville agencies, which have been in charge of a cashier and serving as collection offices.

Mr. Williamson returns to Union Central from an executive post in the home office agency department of Shenandoah Life. He previously served Union Central as Florida agency manager 1934-1940. Previously he had a broad experience in selling and sales training.

Mr. Williamson is a native of Nashville. He and his wife have returned to Nashville from Jacksonville, Fla., and will make their home there.



R. G. Williamson

J. A. Creath Joins Provident Mutual at Memphis

J. Allen Creath who resigned as manager of the Thomas N. Beach agency of Union Central Life at Birmingham, Ala., becomes general agent for the Provident Mutual Life at Memphis. His office is in the Sterick Building, Memphis.

Saul Zausmer Made Supervisor

Saul Zausmer, for two years special agent in the home office ordinary agency of Prudential in Newark, of which E. N. Van Vliet is manager, has joined the W. S. Vogel agency of Columbian National Life in Newark as agency supervisor.

Interstate L. & A. Makes Shifts

Interstate Life & Accident has shifted R. P. Seacrest, manager at Cleveland, Tenn., for two years, to manager at Johnson City, Tenn. He is succeeded by J. M. Ellis, formerly manager of Interstate in Atlanta.

Luin Opens Brokerage Office

Preston H. Luin has resigned as home office general agent of American Mutual Life and is opening a brokerage office in Des Moines.

He has been general agent 9½ years. His agency led all agencies of American Mutual for five years and his personal production exceeded \$250,000 in 1940 and 1941. He will represent a number of leading life companies in his brokerage office.

Gallagher to San Diego

Thomas A. Gallagher, assistant manager of the ordinary office of Prudential in San Francisco, has been transferred to San Diego, Cal., as manager of the ordinary office there during the absence of Lara P. Good, who is in service.

Combine Los Angeles Agencies

Columbian National Life has consolidated its two Los Angeles branches. The address of the enlarged agency is Suite 226, 510 West 6th street. T. E. Allen, a life man of many years' experience, has been placed in charge of the agency. He went to Los Angeles from the middle west in 1938 to develop an agency for Columbian National. His agency's business has shown a consistent improvement year by year and stands fifth among all Columbian agencies.

Election Likely to Bring New Oregon Commissioner

PORTLAND, ORE.—Election of Oregon's secretary of state, Earl Snell, Republican, as governor is thought by many insurance men to portend a change in insurance commissioner. Seth B. Thompson, present commissioner, has been extremely popular with the insurance fraternity and his administration of the office is considered outstandingly successful. Commissioner Thompson has worked closely and effectively with insurance men and much support was given Governor Sprague in the primary last May as a means of insuring retention of Mr. Thompson, but Mr. Snell was nominated and subsequently elected. Lew Wallace, Democratic nominee for governor, defeated by Mr. Snell, is a Portland agent of Canada Life. He had served in the state senate in 1938-39 and was reelected in 1940.

BRICKER SAYS NO CHANGE IN OHIO

COLUMBUS—John M. Bricker, Republican, who was reelected governor of Ohio for his third term, has announced that there will be no changes in his official family. This is taken to mean that Superintendent Lloyd and State Fire Marshal Gill will continue in their positions.

PREDICT BOTTLOLFSEN ELECTION

BOISE—While it will be another week before the official count of the Idaho election is announced, it seems certain that ex-Governor Bottolfesen, Republican, is elected since it was reported last Thursday that he has a majority of 461 with approximately 143,000 votes tabulated. Some believe that Ted Walrath of Orofino will be offered the appointment as director of insurance if he is available.

Scheufler Gives Approval to St. Louis Mutual Plans

Superintendent Scheufler of Missouri has given approval to St. Louis Mutual Life to amend its charter so that it may be transformed into a purely mutual company. From 1857 until 1930, St. Louis Mutual, originally known as German Mutual Life, operated under a special charter. In the latter year St. Louis Mutual was rechartered as a stock and mutual company. As of Dec. 31, 1941, assets were \$2,884,234, life reserve \$2,551,059, capital \$100,000 and net surplus \$39,525.

In granting his approval for the change in plan of operation, Superintendent Scheufler stipulated that his approval was not to be construed as authority or precedent for the issuance of participation certificates, generally, nor in a greater amount than stated in the amended charter, nor of a character different from the kind of participation certificates described in and authorized by the special provisions of the amended charter.

The amended charter specifies the manner in which the capital of St. Louis Mutual is to be retired and also provides for the sale of so-called participation certificates and for their eventual retirement.

The present capital of \$100,000 consisting of 10,000 shares is immediately converted into surplus and the shares are converted into surplus conversion certificates. The certificates are entitled contingently to receive cumulative interest at the rate of 4 percent. If surplus exceeds \$150,000, interest may be paid to the extent of the excess up to a maximum of 4 percent. If on June 1, 1945, it appears that surplus as of Dec. 31, 1944, exceeds \$200,000, the excess may be set up in a reserve fund for retirement of the certificates and when the reserve fund reaches \$200,000 the certificates shall be redeemed at \$20 per unit. There are other provisions set up in the event the program does not develop on that basis.

Then, to add to surplus, there may be sold 8,000 participation units of face

McLeod and Letts Are Advanced

Sayre McLeod, a supervisor of ordinary agencies for Prudential for 13 years, has been elected assistant secretary. He succeeds to the position left vacant by the sudden death of A. E. N. Gray.

Mr. McLeod began his insurance career with Prudential at Philadelphia in 1926. In less than three years he wrote more than \$2,000,000 of ordinary and more than \$1,000,000 in group and wholesale.

In 1929 he was appointed supervisor in the ordinary agencies department at the home office. As assistant secretary he will have general supervisory duties in the ordinary agencies and in addition will have specific supervision over the eastern group of agencies covering the metropolitan area. The new assistant secretary was in the class of 1926 of Princeton university. He is a C.L.U.

W. Jackson Letts, assistant supervisor, has been advanced to supervisor and will have charge of the western group of ordinary agencies. He began his Prudential career in 1929 as a home office group representative. Four years later he was promoted to manager of Region E, comprising midwestern territory, and later he was active in various sections of the field.

He was promoted in 1940 to assistant supervisor in the group department. He joined the ordinary agencies department in 1942. Mr. Letts is a native of Missouri and was graduated from Missouri University in 1922.

Two Assistant Secretaries of Colonial Life Retire

E. B. Griffith and Hugh Matheson, assistant secretaries of Colonial Life, are retiring Jan. 1, under the company's retirement plan.

Mr. Griffith has been with the company since 1900, starting as an agent at Newark, and was appointed to his present position in 1933. For many years he has been editor of "Colonial News," the company's agency publication. He has long been active in the Life Advertisers Association.

Mr. Matheson started as an agent of

value of \$10, at a price of \$12, the proceeds to become part of general surplus. Stockholders are to be given the first chance to buy these units. The units will receive interest of 4 percent and mature in 20 years at \$20 although these certificates are not absolute promises to pay.

Agents handling Health and Accident Insurance would do well to establish a LIFE INSURANCE DEPARTMENT.

*Expense allowance

Plus very liberal General Agents Commissions.

AGENTS WANTED IN

Alabama	Georgia
Arkansas	Louisiana
Delaware	Oklahoma
Florida	South Carolina
	West Virginia

THE AMERICAN HOME MUTUAL LIFE INSURANCE COMPANY

716-11th St., N. W.
Washington, D. C.

"Insurers since 1908"

Commissioners' Rally Advanced

(CONTINUED FROM PAGE 3)

man, and examinations, Read, Oklahoma, chairman.

At a session starting at 4 p. m. that day, the report of the committee on non-forfeiture values will be taken up as a special order.

Bankers Life, Ia., Decides to Write Non-medical

The Central Life of Des Moines announced it will write non-medical life insurance in rural territory and cities of 100,000 population or less. The shortage of doctors, which has made it increasingly difficult for medical examinations, particularly in rural areas, and rationing of tires and gasoline were given as the reasons for the decision to write non-medical for the first time in 40 years.

Non-medical limits on both sexes will be up to 40 with \$2,500 limit on males within a 12 month period or a total of \$5,000 in that company and \$10,000 in all companies.

On single women, up to \$2,500 will be considered both in Central Life and all companies, and \$1,500 will be the limit on married women.

All insurance plans will be considered for non-medical except term, mortgage, redemption, family income and family maintenance, but non-medical will not be considered on risks sub-standard because of physical, personal history or hazardous occupations.

Non-medical will be confined to agents qualifying with their first five applications submitted under supervision of general or district agent, or supervisor.

Colonial in 1909 after previous service with an industrial company in Canada, came up through the ranks and was appointed assistant secretary in 1936. At the beginning of this year he was called into the home office for broader supervisory work after having been in charge of field operations in Pennsylvania.

**A BEACON LIGHT
IN THE INSURANCE FIELD**



AMERICAN UNITED LIFE is showing the way with progressive up-to-the-minute plans that are geared for next year and the years after the war... as well as for the present. Agents have a complete line of participating and non-participating plans to fit any condition—and they, too, enjoy large renewal commissions during the early years of each contract.

(FOR VICTORY Buy U.S. War Savings Bonds and Stamps)

AMERICAN UNITED LIFE INS. CO.
INDIANAPOLIS INDIANA

Latest Data of Policy Changes

The National Underwriter is the only weekly insurance newspaper providing its readers with important last minute policy and dividend changes. Compiled by John H. Rader, National Underwriter statistician, these weekly reports supplement the data contained in the Little Gem, published in March at \$2.50 a copy, and the Unique Manual-Digest, published in May at \$5 a copy.

Travelers Raises Premium Rates on Some Forms

Travelers has just announced, effective Dec. 1, a new life manual and rate book in which are shown premium rate increases on contracts involving a larger investment element and reduction of the interest assumption on which the settlement options are based from 3 to 2 3/4 percent. No changes have been made in the ordinary life premium rates or those for other low premium forms.

There also have been no changes in cash values on premium paying life insurance. The lower assumption on settlement options requires a larger amount of insurance to provide a given income arrangement.

Forms Which Are Affected

The principal forms upon which premium rate increases were made are the retirement income series, limited payment life policies, all endowment contracts, and the cash settlement policies. A new policy, life paid up at age 65, has been brought out. It is issued ages 16-55 inclusive. No changes in annuity considerations are indicated. Travelers a year or more ago eliminated all but the single premium immediate annuity without refund.

Due to Interest Situation

The interest situation brought about the changes, according to the announcement to agents by James L. Howard, vice-president. This he said is the most important consideration in calculation of life insurance premiums today. The limited investment field makes mandatory a change which will give due weight to reduced interest earnings. However, there has been more favorable mortality and the credit arising from this element modifies the adjustment that would be required if the interest element alone were taken into consideration, he said.

Maturity Values Changed

The reduction to 2 3/4 percent on settlement agreements also applies to maturity values under retirement income contracts so the maturity value per \$1,000 of initial insurance on retirement income 65 will be \$1,554 for men and \$1,742 for women to provide a life income of \$10 a month, 120 months guaranteed. These maturity values, he said, will produce under the automatic continuance of the contract a cash refund monthly income of \$8.86 for men and \$8.92 for women.

The paid life non-forfeiture option under retirement income and cash settlement contracts has been eliminated, except that under retirement income contracts the option of paid life insurance will be given at the year when its amount equals or first exceeds the face amount, thus permitting the contract to be converted into fully paid life insurance. The cash settlement contracts retain the option of fully paid life insurance at maturity with an additional cash payment in some instances.

Contract Is Discontinued

Cash settlement 60 and 65 will be offered only up to and including age 40 as the necessary increase in premium rates makes it impracticable to offer these forms at higher ages of issue. The

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cash settlement 70 has been discontinued as there is no call for it.

The new premium rates for the forms which show changes are:

Age	Cash Settlement		20 Pay. Life	Endowments		
	60	65		15	20	30
20	18.05	17.00	26.69	64.49	47.02	29.53
21	18.53	17.44	27.00	64.50	47.03	29.55
22	19.03	17.89	27.34	64.51	47.04	29.57
23	19.57	18.36	27.72	64.52	47.05	29.59
24	20.14	18.85	28.14	64.53	47.06	29.61
25	20.75	19.36	28.58	64.54	47.07	29.63
26	21.43	19.92	29.06	64.55	47.08	29.65
27	22.14	20.49	29.56	64.56	47.09	29.68
28	22.91	21.11	30.09	64.57	47.10	29.72
29	23.75	21.78	30.64	64.58	47.11	29.77
30	24.69	22.52	31.22	64.59	47.12	29.87
31	25.70	23.33	31.82	64.63	47.20	30.02
32	26.77	24.28	32.45	64.68	47.30	30.21
33	28.21	25.40	33.11	64.74	47.41	30.41
34	29.96	26.66	33.79	64.82	47.55	30.69
35	32.09	28.12	34.50	64.92	47.71	31.00
36	34.45	29.71	35.24	65.03	47.89	31.35
37	37.15	31.47	36.00	65.17	48.11	31.74
38	40.22	33.43	36.80	65.34	48.35	32.19
39	43.68	35.60	37.63	65.53	48.63	32.69
40	47.58	37.98	38.50	65.75	48.94	33.25
41	39.41	66.01	49.30	33.87
42	40.35	66.30	49.70	34.55
43	41.34	66.63	50.14	35.29
44	42.38	67.01	50.65	36.10
45	43.47	67.44	51.21	36.99
46	44.61	67.91	51.83	37.94
47	45.82	68.45	52.53	38.98
48	47.09	69.04	53.29	40.09
49	48.43	69.70	54.14	41.29
50	49.84	70.42	55.07	42.57
51	51.33	71.22	56.09
52	52.91	72.09	57.21
53	54.58	73.05	58.44
54	56.35	74.10	59.78
55	58.22	75.23	61.23
56	60.20	76.47	62.81
57	62.30	77.81	64.53
58	64.53	79.26	66.38
59	66.89	80.82	68.39
60	69.39	82.50	70.55
61	72.04	84.31	72.88
62	74.96	86.50	75.61
63	78.15	89.09	78.74
64	81.60	92.06	82.26
65	85.32	95.41	86.19

Age	Retirement Income		25 Yr. End.		10 Yr. End.	
	65	60	65	60	65	60
20	18.99	26.14	25.10	36.40	21.36	101.45
21	19.50	26.92	25.85	36.41	22.06	101.46
22	20.03	27.73	26.61	36.42	22.76	101.47
23	20.58	28.60	27.40	36.43	23.48	101.48
24	21.15	29.51	28.23	36.44	24.22	101.49
25	21.76	30.49	29.15	36.45	25.00	101.50
26	22.42	31.55	30.13	36.46	25.85	101.51
27	23.10	32.67	31.15	36.47	26.73	101.52
28	23.83	33.86	32.24	36.48	27.67	101.53
29	24.62	35.15	33.43	36.49	28.71	101.54
30	25.50	36.57	34.72	36.50	29.87	101.55
31	26.45	38.09	36.11	36.63	31.14	101.56
32	27.45	39.69	37.58	36.77	32.49	101.57
33	28.53	41.41	39.15	36.95	33.96	101.58
34	29.71	43.28	40.86	37.15	35.58	101.59
35	31.00	45.33	42.73	37.38	37.38	101.63
36	32.38	47.52	44.72	37.64	39.32	101.68
37	33.84	49.83	46.81	37.93	41.44	101.76
38	35.41	52.32	49.06	38.26	43.74	101.85
39	37.14	55.06	51.54	38.63	46.24	101.96
40	39.05	58.12	54.31	39.05	48.94	102.10
41	41.10	61.39	57.30	39.51	51.82	102.27
42	43.33	64.84	60.46	40.03	54.71	102.46
43	45.75	68.61	63.91	40.61	58.30	102.70
44	48.37	72.86	67.75	41.25	62.57	102.96
45	51.21	77.75	72.08	41.95	67.44	103.27
46	53.69	83.07	76.62	42.73	73.01	103.62
47	57.23	88.98	81.28	43.59	79.47	104.01
48	60.96	95.52	86.24	44.54	86.08	104.45
49	65.39	102.76	92.77	45.57	94.87	104.94
50	70.42	110.79	100.46	46.71	105.48	105.48
51	76.16	121.03	109.01	47.95	106.08
52	82.77	132.84	118.87	49.31	106.74
53	89.46	146.40	130.17	50.79	107.46
54	98.39	161.84	143.06	52.40	108.25
55	109.11	157.69	54.15	109.11

10-Year End. Rates Ages 56-70						
	\$		\$		\$	
56	110.04	60	114.56	64	121.03	68 131.20
57	111.05	61	115.91	65	123.10	69 134.71
58	112.13	62	117.43	66	124.91	70 138.52
59	113.30	63	119.14	67	127.95	

Age	G.E.A. (20 Pay. with Gtd. Add.)		End. Add.		Limited Pay Life			S.P. Ret. End. 65
	10	15	25	30	10	15	25	
20	36.72	47.98	33.50	22.76	20.27	443.94
21	37.22	48.65	33.93	23.00	20.55	452.02
22	37.76	49.36	34.39	23.29	20.85	460.29
23	38.33	50.12	34.89	23.60	21.15	468.77
24	38.94	50.91	35.43	23.95	21.47	477.46
25	39.57	51.75	35.99	24.33	21.80	486.36
26	40.23	52.63	36.59	24.73	22.15	495.56
27	40.92	53.54	37.25	25.17	22.52	505.02
28	41.63	54.49	37.95	25.63	22.92	514.68
29	42.36	55.47	38.57	26.11	23.34	524.60
30	43.11	56.49	39.29	26.62	23.78	534.67
31	43.88	57.54	40.03	27.15	24.25	544.97
32	44.66	58.63	40.80	27.71	24.76	555.54
33	45.45	59.75	41.60	28.30	25.30	566.34
34	46.26	60.90	42.43	28.91	25.87	577.36

Age	G.E.A. (20 Pay. with Gtd. Add.)		End. Add.		Limited Pay Life			S.P. Ret. End. 65
	10	15	25	30	10	15	25	
35	47.09	62.08	43.28	29.55	26.48	588.54
36	47.93	63.30	44.16	30.22	27.13	600.07
37	48.78	64.55	45.08	30.92	27.83	611.81
38	49.65	65.83	46.02	31.66	28.56	623.70
39	50.53	67.15	46.99	32.43	29.35	635.82
40	51.43	68.50	48.00	33.24	30.18	648.24
41	52.35	69.89	49.04	34.09	31.06	660.79
42	53.28	71.31	50.12	34.99	32.00	673.50
43	54.24	72.77	51.24	35.94	32.99	686.52
44	55.23	74.27	52.41	36.95	34.04	699.81
45	56.23	75.80	53.61	38.01	35.15	713.37
46	57.27	77.38	54.87	39.14	36.32	727.05
47	58.34	79.00	56.17	40.34	37.56	740.99
48	59.44	80.67	57.53	41.61	38.86	755.22
49	60.59	82.38	58.94	42.96	40.23	769.73
50	61.77	84.14	60.42	44.40	41.67	785.70
51	63.00	85.95	61.96	45.93	802.49
52	64.28	87.81	63.57	47.57	819.63
53	65.62	89.73	65.26	49.31	837.11
54	67.02	91.71	67.02	51.16	854.96
55	68.48	93.74	68.86	53.14	873.17
56	95.84	70.79
57	98.01	72.82
58	100.25	74.94
59	102.56	77.17
60	104.94	79.51
61	107.40	81.96
62	110.02	84.64
63	112.78	87.53
64	115.69	90.64
65	118.75	93.97

Old Line, Wis., 3 Percent Rates Announced

The new participating and non-participating 3 percent premium rates of Old Line Life of Milwaukee and dividend illustrations on par contracts effective Nov. 1, were announced this week. Illustrative rates at quinquennial ages, for a number of more popular nonparticipating contracts are presented below:

a number of forms are shown in the following tabulation:

Age	Whole Life	Paid up at 65	20 Pay. Life	End. Age 65	Retirement Income	
					At 60	At 65
					Male	Female
20	17.40	18.09	28.25	21.09	34.20	25.89
21	17.78	18.47	28.69	21.67	35.41	26.68
22	18.17	18.87	29.14	22.27	36.70	27.51
23	18.58	19.29	29.60	22.92	38.07	28.39
24	19.01	19.73	30.09	23.59	39.51	29.32
25	19.46	20.20	30.59	24.30	41.06	30.31
26	19.93	20.68	31.11	25.06	42.71	31.35
27	20.43	21.19	31.65	25.86	44.45	32.42
28	20.95	21.73	32.22	26.71	46.33	33.58
29	21.50	22.30	32.79	27.62	48.33	34.80
30	22.09	22.92	33.40	28.59	50.47	36.10
31	22.70	23.56	34.03	29.60	52.78	37.48
32	23.35	24.23	34.68	30.70	55.26	38.96
33	24.04	24.94	35.36	31.85	57.95	40.54
34	24.77	25.69	36.06	33.09	60.84	42.23
35	25.53	26.50	36.80	34.42	63.97	44.03
36	26.35	27.35	37.56	35.87	67.38	45.97
37	27.20	28.22	38.38	37.41	71.10	48.06
38	28.11	29.12	39.22	39.07	75.17	50.32
39	29.06	30.07	40.10	40.81	79.63	52.76
40	30.07	31.07	41.03	42.67	84.58	55.40
41	31.13	32.22	42.04	44.70	90.10	58.28
42	32.26	33.43	43.05	46.91	96.20	61.41
43	33.44	34.71	44.14	49.31	103.09	64.85
44	34.70	36.07	45.30	51.94	110.84	68.62
45	36.03	37.52	46.52	54.47	119.61	72.76
46	37.43	39.05	47.81	57.19	129.69	77.38
47	38.91	40.66	49.17	60.10	141.30	82.54
48	40.48	42.34	50.63	63.21	154.80	88.31
49	42.14	44.08	52.17	66.54	170.87	94.78
50	43.89	45.88	53.80	70.19	190.05	102.10
51	45.74	47.86	55.55	74.14	212.44	110.44
52	47.71	49.99	57.40	78.44	238.08	120.08
53	49.79	52.31	59.39	83.10	267.18	131.28
54	51.98	54.84	61.50	88.14	300.00	144.46
55	54.33	57.59	63.76	93.48	337.00	160.21
60	68.31	74.26	77.87	110.00	450.00	200.00
65	87.12	97.21	100.00	130.00	600.00	250.00

Columbus Mutual Dividend Scale

The new dividend schedule of Columbus Mutual Life at quinquennial ages for a number of forms is presented below. Carl Mitchell, vice-president and secretary, in a letter to the field force commented:

"The new schedule reflects the experiences of the company in recent years, and is designed to provide more substantial equity between policyholders than the previous schedule. Interest earnings over the guaranteed rates of 3½ percent and 3 percent have been decreasing and mortality savings have been increasing. The dividend formula has been revised so that the interest and mortality factors conform more closely with the experience of the Columbus Mutual, as well as other companies. This results in some dividends being increased and others decreased, depending on type of policy, age at issue, and year of duration.

Seek to Preserve Parity

"Corresponding adjustment has been made in the dividends apportioned the 3½ percent business issued prior to January, 1941. It is the aim of the company to keep the dividends and net costs on the old 3½ percent business on a parity at all times with the 3 percent business now being issued. In other words, the company will not favor one class of business at the expense of the other.

"The company will pay in the aggregate a few thousand dollars more under this new dividend formula than under the dividend formula it replaces. The changed dividend formula is wholly for the purpose of obtaining a greater degree of equity for all policyholders. In general, it pays higher dividends at

younger ages and on the lower premium forms."

Dividends end of following years:							
					Cash Value Av. & Div. 20 Accum. Yrs. at 65		
Age	1	5	10	20			
	\$	\$	\$	\$	\$	\$	\$
Pref. Risk Ord. Life—\$5,000							
20	20.00	21.05	22.30	27.60	22.85	56.15	
25	20.00	21.25	22.90	27.05	22.85	50.00	
30	20.15	22.05	22.45	27.10	22.65	44.40	
35	20.80	21.30	21.30	27.55	22.20	38.95	
40	19.90	19.90	20.55	29.55	21.80	33.60	
45	18.15	18.95	20.05	34.45	22.15	28.10	
50	17.20	18.35	21.20	43.25	24.45	22.40	
55	16.30	19.60	26.05	55.00	29.80	16.05	
60	18.15	25.20	36.15	69.40	38.85	7.95	
Paid Up at Age 85							
20	3.72	4.27	4.80	6.45	4.92	11.82	
25	3.87	4.47	5.08	6.51	5.08	10.58	
30	4.46	4.90	5.19	7.06	5.38	8.35	
35	4.65	5.16	5.66	9.20	6.10	6.12	
40	5.56	6.56	8.15	14.57	8.80	3.57	
45	6.90	8.65	11.11	18.04	11.61	1.82	
Paid Up at Age 65							
20	3.69	4.25	4.80	6.52	4.93	13.36	
25	3.81	4.43	5.05	6.61	5.07	12.25	
30	4.34	4.82	5.17	7.37	5.40	10.42	
35	4.41	4.81	5.32	8.32	5.66	9.65	
20 Payment Life							
20	3.36	4.01	4.67	7.11	4.88	12.24	
25	3.51	4.20	4.96	7.30	5.07	11.35	
30	4.09	4.63	5.11	8.04	5.43	9.99	
35	4.31	4.94	5.65	9.94	6.17	8.90	
40	5.29	6.37	8.05	13.64	8.62	4.17	
45	6.72	8.51	10.95	16.15	11.17	1.94	
Endowment Age 65							
20	3.61	4.19	4.76	6.64	4.90	16.21	
25	3.72	4.36	5.03	6.81	5.07	15.12	
30	4.18	4.70	5.13	7.82	5.43	13.28	
35	4.29	4.77	5.41	9.07	5.83	12.50	
Life Income at 65 (Male)							
20	3.45	4.08	4.71	6.96	4.90	22.03	
25	3.50	4.19	4.94	7.26	5.05	20.85	
30	4.33	4.94	5.56	9.27	5.99	19.05	
35	5.21	6.17	7.53	16.40	8.62	17.51	
40	7.05	9.62	15.13	16.45	

Girard Life Brings Out Combined Life and Term

Girard Life has brought out a combined whole life and term to 65, stressing protection and providing a maximum face amount to age 65 at which time several options are available to the insured. Option 1 continues the policy for one-third the face amount at reduced premium; Option 2, a paid-up policy for reduced amount; Option 3, surrender for cash; Option 4 continues the original amount, upon evidence of insurability, at increased premium.

At any time before five years prior to date the policy may be converted as of original date by payment of the difference in premium at 6 percent interest, or, upon evidence of insurability, converted as of attained age by payment of the premium then in effect. The premium rates are:

Age	Premium	Age	Premium	Age	Premium
20	\$12.54	31	\$15.96	41	\$22.36
21	12.78	32	16.44	42	23.21
22	13.02	33	16.97	43	24.09
23	13.28	34	17.54	44	25.00
24	13.52	35	18.15	45	26.07
25	13.82	36	18.77	46	27.16
26	14.12	37	19.43	47	28.30
27	14.45	38	20.10	48	29.52
28	14.78	39	20.81	49	30.79
29	15.13	40	21.57	50	32.16
30	15.52				

Northwestern Mutual Scale Is Being Continued

Northwestern Mutual Life will distribute to agents about Dec. 1 its 1943 dividend manual, which will show the scale of dividends payable to premium paying policies in full force on their 1943

New Rates of B. M. A. Are Shown

58 Business Men's Assurance, Mo.

PREMIUM RATES PER \$1,000 (Non-Participating)											Amer. Exp. 3% and 3½%		
* Whole Life	Whole Life End. Age 55	20 Pay. Life End. Age 55	Paid-up at 65	Endowment Age 65	Life Expectancy	Life Expectancy	Double Prot. to 60	Protection to 65	Family Life Income to 20 Yr. Rider	(a) Life Income at 65	(a) Life Income at 60	(a) Life Income at 55	t Term Years
12.70	14.22	23.79	14.49	16.26	9.62	15	21.00	10.18	18.72	25.10	8.02	8.02
14.22	15.98	25.83	16.24	18.45	10.48	20	22.64	11.19	6.22	22.01	30.24	8.82	8.82
15.97	18.37	29.27	18.64	21.05	11.63	25	25.01	12.42	6.22	24.62	33.65	9.18	9.18
18.37	21.78	33.72	21.07	24.19	13.11	30	28.10	13.91	6.22	26.51	37.07	9.54	9.54
21.78	26.27	39.27	24.50	28.05	14.91	35	31.90	15.61	6.22	28.35	40.49	9.81	9.81
26.27	31.72	45.82	28.81	32.81	17.01	40	36.40	17.61	6.40	30.24	44.04	10.18	10.18
31.72	38.22	53.42	33.31	38.61	19.41	45	41.60	19.91	6.40	32.28	47.88	10.48	10.48
38.22	45.72	62.02	38.81	45.41	22.11	50	47.50	22.61	6.40	34.36	51.96	10.74	10.74
45.72	54.22	71.62	44.31	53.21	25.11	55	54.00	25.61	6.40	36.48	56.32	11.00	11.00
54.22	63.72	82.22	50.81	62.11	28.41	60	61.10	28.61	6.40	38.64	60.97	11.26	11.26
63.72	74.22	93.82	57.31	71.61	32.11	65	68.80	31.61	6.40	40.94	65.91	11.52	11.52
74.22	85.72	106.42	64.81	81.11	36.11	70	77.10	35.11	6.40	43.38	71.14	11.78	11.78
85.72	98.22	120.02	72.31	90.61	40.41	75	86.00	39.11	6.40	45.96	76.66	12.04	12.04
98.22	111.72	134.62	80.81	100.11	45.11	80	95.50	43.61	6.40	48.68	82.47	12.30	12.30
111.72	126.22	150.22	89.31	110.61	50.11	85	105.60	48.61	6.40	51.54	88.58	12.56	12.56
126.22	141.72	166.82	97.81	122.11	55.41	90	116.30	54.11	6.40	54.54	94.99	12.82	12.82
141.72	158.22	184.42	106.31	134.61	61.11	95	127.60	59.61	6.40	57.68	101.70	13.08	13.08
158.22	175.72	203.02	114.81	148.11	67.11	100	139.50	65.61	6.40	60.96	108.82	13.34	13.34
175.72	194.22	222.62	123.31	162.61	73.41	105	152.00	72.11	6.40	64.38	116.35	13.60	13.60
194.22	213.72	243.22	131.81	178.11	80.11	110	165.10	79.11	6.40	67.94	124.24	13.86	13.86
213.72	234.22	264.82	140.31	194.61	87.11	115	178.80	86.61	6.40	71.64	132.54	14.12	14.12
234.22	255.72	287.42	148.81	212.11	94.41	120	193.10	94.61	6.40	75.48	141.34	14.38	14.38
255.72	278.22	311.02	157.31	230.61	102.11	125	208.00	103.11	6.40	79.46	150.64	14.64	14.64
278.22	301.72	335.62	165.81	250.11	110.11	130	223.50	111.11	6.40	83.58	160.54	14.90	14.90
301.72	326.22	361.22	174.31	270.61	118.41	135	239.60	119.61	6.40	87.84	171.04	15.16	15.16
326.22	351.72	387.82	182.81	292.11	127.11	140	256.30	128.61	6.40	92.24	182.24	15.42	15.42
351.72	378.22	415.42	191.31	314.61	136.11	145	273.60	138.11	6.40	96.78	194.04	15.68	15.68
378.22	405.72	444.02	199.81	338.11	145.41	150	291.50	148.11	6.40	101.46	206.44	15.94	15.94
405.72	434.22	473.62	208.31	362.61	155.11	155	310.00	158.61	6.40	106.38	219.44	16.20	16.20
434.22	463.72	503.22	217.31	387.61	165.11	160	329.10	168.61	6.40	111.54	233.04	16.46	16.46
463.72	493.22	532.82	226.31	413.61	175.11	165	348.80	178.61	6.40	116.94	247.24	16.72	16.72
493.22	522.72	562.42	235.31	440.61	185.11	170	369.10	189.61	6.40	122.58	262.04	16.98	16.98
522.72	552.22	592.02	244.31	468.61	195.11	175	390.00	199.61	6.40	128.46	277.44	17.24	17.24
552.22	581.72	621.62	253.31	497.61	205.11	180	411.50	209.61	6.40	134.58	293.44	17.50	17.50
581.72	611.22	651.22	262.31	527.61	215.11	185	433.60	219.61	6.40	140.94	310.04	17.76	17.76
611.22	640.72	680.42	271.31	558.61	225.11	190	456.30	229.61	6.40	147.54	327.24	18.02	18.02
640.72	670.22	710.02	280.31	590.61	235.11	195	479.60	239.61	6.40	154.38	345.04	18.28	18.28
670.22	700.72	740.02	289.31	623.61	245.11	200	503.50	249.61	6.40	161.46	363.44	18.54	18.54
700.72	731.22	770.42	298.31	658.61	255.11	205	528.00	259.61	6.40	168.78	382.44	18.80	18.80
731.22	761.72	800.42	307.31	694.61	265.11	210	553.10	269.61	6.40	176.34	402.04	19.06	19.06
761.72	792.22	831.02	316.31	731.61	275.11	215	578.80	279.61	6.40	184.14	422.24	19.32	19.32
792.22	822.72	861.62	325.31	770.61	285.11	220	605.10	289.61	6.40	192.18	443.04	19.58	19.58
822.72	853.22	892.22	334.31	810.61	295.11	225	632.00	299.61	6.40	200.46	464.44	19.84	19.84
853.22	883.72	922.82	343.31	851.61	305.11	230	659.50	309.61	6.40	208.98	486.44	20.10	20.10
883.72	914.22	952.42	352.31	893.61	315.11	235	687.60	319.61	6.40	217.74	509.04	20.36	20.36
914.22	944.72	982.02	361.31	937.61	325.11	240	716.30	329.61	6.40	226.74	532.24	20.62	20.62
944.72	975.22	1019.62	370.31	983.61	335.11	245	745.60	339.61	6.40	235.98	556.04	20.88	20.88
975.22	1005.72	1050.22	379.31	1030.61	345.11	250	775.50	349.61	6.40	245.46	580.44	21.14	21.14
1005.72	1036.22	1080.82	388.31	1078.61	355.11	255	806.00	359.61	6.40	255.18	605.44	21.40	21.40
1036.22	1066.72	1111.42	397.31	1128.61	365.11	260	837.10	369.61	6.40	265.14	631.04	21.66	21.66
1066.72	1097.22	1142.02	406.31	1180.61	375.11	265	868.80	379.61	6.40	275.34	657.24	21.92	21.92
1097.22	1127.72	1172.62	415.31	1234.61	385.11	270	901.10	389.61	6.40	285.78	684.04	22.18	22.18
1127.72	1158.22	1203.22	424.31	1290.61	395.11	275	934.00	399.61	6.40	296.46	711.44	22.44	22.44
1158.22	1188.72	1233.82	433.31	1348.61	405.11	280	967.50	409.61	6.40	307.38	740.44	22.70	22.70
1188.72	1219.22	1264.42	442.31	1408.61	415.11	285	1001.60	419.61	6.40	318.54	770.04	22.96	22.96
1219.22	1249.72	1295.02	451.31	1470.61	425.11	290	1036.30	429.61	6.40	329.94	800.24	23.22	23.22
1249.72	1280.22	1325.62	460.31	1534.61	435.11	295	1071.60	439.61	6.40	341.58	831.04	23.48	23.48
1280.22	1310.72	1356.22	469.31	1600.61	445.11	300	1107.50	449.61	6.40	353.46	862.44	23.74	23.74
1310.72	1341.22	1386.82	478.31	1668.61	455.11	305	1144.00	459.61	6.40	365.58	894.44	24.00	24.00
1341.22	1371.72	1417.42	487.31	1738.61	465.11	310	1181.10	469.61	6.40	377.94	927.04	24.26	24.26
1371.72	1402.22	1448.02	496.31	1810.61	475.11	315	1218.80	479.61	6.40	390.54	960.24	24.52	24.52
1402.22	1432.72	1478.62	505.31	1884.61	485.11	320	1257.10	489.61	6.40	403.38	994.04	24.78	24.78
1432.72	1463.22	1509.22	514.31	1960.61	495.11	325	1296.00	499.61	6.40	416.46	1028.44	25.04	25.04
1463.22	1493.72	1539.82	523.31	2038.61	505.11	330	1335.50	509.61	6.40	429.78	1063.44	25.30	25.30
1493.72	1524.22	1570.42	532.31	2118.61	515.11	335	1375.60	519.61	6.40	443.34	1100.04	25.56	25.56
1524.22	1554.72	1601.02	541.31	2200.61	525.11	340	1416.30	529.61	6.40	457.14	1137.24	25.82	25.82
1554.72	1585.22	1631.62	550.31	2284.61	535.11	345	1457.60	539.61	6.40	471.18	1175.04	26.08	26.08
1585.22	1615.72	1662.22	559.31	2370.61	545.11	350	1500.50	549.61	6.40	485.46	1214.44	26.34	26.34
1615.72	1646.22	1692.82	568.31	2458.61	555.11	355	1544.00	559.61	6.40	499.98	1255.44	26.60	26.60
1646.22	1676.72	1723.42	577.31	2548.61	565.11	360	1588.10	569.61	6.40	514.74	1297.04	26.86	26.86
1676.72	1707.22	1754.02	586.31	2640.61	575.11	365	1632.80	579.61	6.40	529.74	1339.24	27.12	27.12
1707.22	1737.72	1784.62	595.31	2734.61	585.11	370	1678.10	589.61	6.40	544.98	1382.04	27.38	27.38
1737.72	1768.22	1815.22	604.31	2830.61	595.11	375	1724.00	599.61	6.40	560.46	1426.44	27.64	27.64
1768.22	1798.72	1845.82	613.31	2928.61	605.11	380	1770.50	609.61	6.40	576.18	1472.44	27.90	27.90
1798.72	1829.22	1876.42	622.31	3028.61	615.11	385	1817.60	619.61	6.40	592.14	1519.04	28.16	28.16
1829.22	1859.72	1907.02	631.31	3130.61	625.11	390	1865.30	629.61	6.40	608.34	1567.24	28.42	28.42
1859.72	1890.22	1937.62	640.31	3234.61	635.11	395	1913.60	639.61	6.40	624.78	1616.04	28.68	28.68
1890.22	1920.72	1968.22	649.31	3340.61	645.11	400	1962.50	649.61	6.40	641.46	1666.44	28.94	28.94
1920.72	1951.22	1998.82	658.31	3448.61	655.11	405	2012.00	659.61	6.40	658.38	1718.44	29.20	29.20
1951.22	1981.72	2029.42	667.31	3558.61	665.11	410	2062.10	669.61	6.40	675.54	1772.04	29.46	29.46
1981.72	2012.22	2060.02	676.31	3670.61	675.11	415	2112.80	679.61	6.40				

term on substandard risks with a policy on the endowment at age 85 form with an extra sub-standard premium. This increased the cost to insured. Below are shown, for some of the ages, the extra premiums for sub-standard rating on the life expectancy term policy:

Age	A	B	C	D
15	2.22	4.40	6.55	8.67
20	2.39	4.73	7.02	9.27
25	2.59	5.13	7.61	10.03
30	2.91	5.74	8.48	11.16
35	3.30	6.50	9.61	12.62
40	3.92	7.69	11.33	14.84
45	4.82	9.45	13.93	18.25
50	6.22	12.22	18.03	23.64
55	8.29	16.30	24.05	31.52
60	11.19	22.03	32.53	42.67

United Life & Accident is modifying its rules for writing and accepting non-medical business. Male applicants will be considered for a maximum of \$4,000 in any one year, and female applicants, married or unmarried, employed or not, for a maximum of \$2,500.

Eureka-Maryland Increases Its Premium Rates

Eureka-Maryland has increased its premium rates, affecting practically all policies and ages except 5, 10, 15 and 20 year term, the educational endowment and deferred annuities. Some policies are unchanged at younger ages, noticeably whole life and 20 year endowment, for which ages 15 to 30 continue the same.

No new policies have been added nor any discontinued. Disability benefits providing waiver of premium and \$10 monthly income continue to be written. Rates on the more popular policies are:

Age	Whole Life	20 Pay. Life	End. 65	Pen- sion	Fam. Inc.
20	68.65	14.74	22.77	17.37	19.33
21	70.10	15.05	23.14	17.85	19.90
22	71.65	15.39	23.51	18.35	20.51
23	73.30	15.74	23.89	18.88	21.15
24	75.00	16.11	24.30	19.44	21.84
25	76.75	16.48	24.72	20.03	22.56
26	78.65	16.89	25.15	20.42	23.09
27	80.65	17.32	25.60	21.11	23.92
28	82.70	17.76	26.07	21.84	24.82
29	84.90	18.23	26.56	22.62	25.77
30	87.20	18.73	27.06	23.45	26.77
31	89.90	19.31	27.68	24.38	27.90
32	92.75	19.91	28.30	25.37	29.12
33	95.75	20.55	28.96	26.43	30.40
34	98.90	21.23	29.64	27.57	31.80
35	102.30	21.95	30.37	28.80	33.30
36	105.85	22.71	31.11	30.12	34.91
37	109.60	23.51	31.89	31.58	36.65
38	113.60	24.36	32.71	33.05	38.51
39	117.80	25.27	33.57	34.65	40.47
40	122.30	26.22	34.48	36.39	42.61
41	127.05	27.24	35.42	38.28	44.94
42	132.10	28.31	36.43	40.34	47.49
43	137.50	29.47	37.48	42.60	50.29
44	143.25	30.70	38.60	45.08	53.35
45	149.40	32.00	39.78	47.82	56.74
46	155.90	33.33	40.95	50.71	60.34
47	162.50	34.75	42.19	53.93	64.36
48	170.25	36.26	43.52	57.53	68.86
49	178.20	37.88	44.93	61.57	73.91
50	186.70	39.61	46.42	66.14	79.65
51	195.75	41.41	47.98	71.45	86.30
52	205.35	43.33	49.63	77.55	93.95
53	215.65	45.37	51.38	84.59	102.83
54	226.70	47.57	53.27	92.88	113.28
55	238.45	49.90	55.29	102.76	125.83
60	306.70	64.18	67.83

For comprehensive data on companies, contracts, costs, values, options, etc., get the "Unique Manual-Digest" from National Underwriter. \$5.

Franklin Life Adopts Liberalized War Clause

Franklin Life has adopted more liberal war and aviation provisions for policies issued on and after Oct. 19, in line with the recommendations of the National Association of Insurance Commissioners. The new provision contains no restrictions for military or naval service inside the 48 states, District of Columbia, Canada and Newfoundland (designated as the home areas) unless the insured dies while operating or riding in any type of aircraft other than as a fare-paying passenger on a scheduled passenger air service.

The liability of the company will be limited to return of the premiums paid less dividends applied with 3 percent compound interest and less any indebtedness in case the death of the insured occurs under the excluded conditions.

The new clause is in use in all states except Texas, where death beyond the home areas must result from war service to be excluded and the civilian foreign travel exclusion is omitted.

Reliance Life Changes in Non-Medical Rules

The Reliance Life has made some changes in its non-medical rules. Non-medical may be written on applicants residing in rural territories and in towns and cities of less than 100,000 population, according to the 1940 census. The regular rules in connection with the minimum premiums will apply in connection with applications submitted on a non-medical basis except that all such must provide for payments of premiums on a semi-annual or annual basis where the amount of insurance is less than \$2,000. Where it is \$2,000 or over, it may be written on the quarterly, semi-annual or annual basis.

McMillan Memphis Agency Manager of Mutual, N. Y.

J. L. McMillan, manager of one of Mutual Life's Philadelphia agencies since 1938, has been transferred to Memphis as manager, succeeding P. H. Lowry, who is retiring under the company's retirement system. Mr. McMillan joined Mutual Life in 1933, was appointed agency organizer at Baltimore the same year, and went from there to the Philadelphia post.

Mr. Lowry joined the company in Memphis, later becoming district manager, superintendent of agents, manager at Louisville and in 1928 manager at Baltimore. He has been manager at Memphis since June 19 of this year.

Forms Managers Association

Security Mutual Life of Nebraska has organized a managers' association, with George Quam, Minneapolis general agent, as president and Harold Dillman, Lincoln manager, as secretary.

Production Problem Can Be Licked

J. Harry Wood, vice-president and manager of general agencies of John Hancock Mutual, in a talk at a luncheon Tuesday told the Life Agency Managers of Chicago that agency heads can lick present production problems but to do so will require adjustment to the constantly changing conditions. He asked if any of them had recently gone through their agents' prospect files and helped to weed out the large proportion of deadwood that now will be found. He inquired if they had listened to their agents' sales talks recently, if they had gone out with their producers and helped to sell business.

These, he said, are most important parts of the managers' job, yet many turn them over to subordinates. Mr. Wood said that is all right if the supervisors in the agency are fairly competent. However, he commented, agents by and large in the last few months have not been getting as good supervision as they need and are entitled to.

Urges Personal Selling

Mr. Wood urged that agency heads go out and do some personal selling. He said that eight out of 10 agency heads do not sell more than \$25,000 of personal insurance annually, according to a number of surveys. This personal selling will teach the agency heads that the public believes in and will buy life insurance in spite of war and high taxes, and they will be more enthusiastic and have a more positive mental attitude, thus being able to instill these vitally needed qualities in their agents.

The most important thing now is an aggressive fighting attitude instead of defeatism, he said. Some of the immediate problems are caused by war and can be resolved only by victory itself.

"We are living in a fast changing world," he said, "but change alone should not scare anyone. It requires a definite means to meet, and only refusal or inability to do so is the reason for catastrophe in the long run."

Ordinary Sales Test Unreliable

He noted that traditionally and historically most agency heads are in the habit of measuring ups and downs of the business solely by the yardstick of individual ordinary life insurance sales. Yet today the whole broad field of annuities, group and mass insurance is available, making the life insurance institution comparable to a department store. Ordinary life insurance new volume has been almost level since 1934, as, virtually, has been industrial. Yet annuities have had an almost fantastic increase and group, salary allotment, etc., a considerable rise. He inferred that if anything is to be done about

meeting the terrific situation it must be more and more in these latter fields.

One way of meeting the situation is to reduce agency expenses, he said. An agency head never knows what can be done along this line until he tries it. The approach today must be realistic if nothing else, with the realization that for the immediate future and as individuals the problems of agency heads are minor and insignificant when compared to the one all-important issue of winning the war.

Mr. Wood was introduced by E. W. Hughes, general agent Massachusetts Mutual and association vice-president, who is program chairman.

Company Officials Attend

There were a number of distinguished guests, including H. G. Kenagy, superintendent of agencies Mutual Benefit; L. B. Hendershot, manager of agencies Berkshire Life; B. C. Thurman, assistant superintendent of agencies Mutual Benefit, and Fritz Winkler, Mutual Benefit general agent at Cleveland.

Committee chairmen for the year were announced: W. E. North, New York Life, membership; B. C. Howes, Berkshire, attendance; P. B. Hobbs, Equitable Society, reporting and publicity; C. B. Stumes, Penn Mutual, legislation; P. J. McNamara, Metropolitan, ethical practices; J. D. Moynahan, Metropolitan, by-laws; and two special committees: Cooperation with C.L.U., R. R. Reno, Jr., Equitable Society, and state managers sales congress, E. W. Hughes.

Mr. Schwemm announced the Chicago Bar Association invited life agents to attend a luncheon which was held Wednesday at which R. F. Spindell, of Spindell-Millett service, Chicago, tax attorney, was to speak on the new revenue act. Mr. Schwemm reported paid membership was 89, which was increased to 91 before the meeting adjourned.

California Caravan on Trek

The 1943 Southern California Caravan of the Life Underwriters Association of Los Angeles made its initial trek to Long Beach. Speakers included: Russell Ray, Prudential, secretary-treasurer Santa Monica association, "Selling the Whole Family;" Orlyn Robertson, district manager Mutual Life of New York, Orange county, "Prestige Dividends;" F. A. McMaster, Los Angeles manager Ohio National, "Why Do You Sell Life Insurance;" Henry W. Persons, agency organizer Mutual Life of New York, Los Angeles, is caravan chairman.

New Minneapolis Officers

The Life Agency Cashiers Association of Minneapolis has elected new officers: Thomas M. Boles, president, American Mutual Life; Miss Florence H. Axelson, vice-president, State Mutual, Lathrop agency; Stanley R. Smith, treasurer, Lincoln National; Bernice Harlen, secretary, Provident Mutual.

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2. Lifetime service commissions.
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4. Liberal Retirement Plan for permanent agents.
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THEO. P. BEASLEY - PRESIDENT

DALLAS

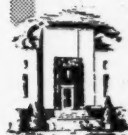
HOME OFFICE

TEXAS

..NOW IN OUR 63rd Year WITH THE GREATEST GAIN IN OUR HISTORY

Providing all popular policy forms • Liberal dividends • Reasonable premium rates • Licensed in 21 states including New York • Lutheran Mutual invites your inquiry • Investigate today.

THE ONLY LEGAL RESERVE LIFE INSURANCE COMPANY EXCLUSIVELY FOR LUTHERANS



LUTHERAN MUTUAL LIFE INSURANCE COMPANY
HOME OFFICE . . . WAVERLY, IOWA

Want Sound Basis for Courage Today

(CONTINUED FROM PAGE 1)

officers. The managers are not concerned with techniques today but they do need confidence in their attitude towards life insurance, towards the job of selling on the part of the present field force.

Mr. Holcombe said that the manager needs the agency executive to stabilize his thinking toward this global cataclysm. Successful agents today have a greater personal stability than the agents who are failing to sell and the manager has a great influence over this quality of emotional stability among his agents. The ultimate source from which the manager expects help to settle his own doubts and thus help his agents is the manager's own agency department.

The manager again and again needs an expression of faith in the cause for which the United Nations are fighting and faith in ultimate victory. He needs a constant reiteration by the agency executive of the place of life insurance in today's fabric of life and business. Those in the life insurance business are subjected to a constant barrage of comment to the effect that life insurance is not an essential industry. Hence it is important that the agency executive stress with the manager the major benefits of life insurance, as real today as ever in history. The manager needs help virtually every day to keep these ideas alive and aggressive.

Force of Salesman

The manager needs the agency executive to explain to him that the salesman is a constructive force at this time. The manager needs the personal and intimate leadership and assistance of the agency officers. The manager is subjected to frequent negative forces and he needs the agency executive near him or at least on the telephone or in a personal letter. He needs the agency executive to help him accept the changes in the manager's life and business. The agency executive should interpret the changes in the market that are occurring.

The manager needs the help of the agency executive in increasing his capacity for sustained effort. He needs guidance in his attitude towards civilian war activities and to help him achieve a new concept of the opportunity of the agent to mold public opinion.

The manager has materially fewer agents than he had six months ago and he needs the help of the agency officer to develop in those who remain the best of which the home office and the manager are capable. He needs to have in his office more frequently than before a man from the agency department who comes with a positive purpose. The home office visitor should have a very few simple and tested ideas which he can drive through to a conclusion. He needs the aid and stimulation that he gets from rubbing elbows with the other managers of the company. Meetings for groups of 10 or 15 managers are especially valuable where there are discussions of recruiting and financing and all kinds of training, supervision and motivation are especially helpful.

L. W. S. Chapman Gives Message to Agency Officers

(CONTINUED FROM PAGE 1)

first year was 44 percent greater. In other words, 66 percent as many new men produced 95 percent as much new man business.

Based on a smaller number of records, the bureau found that during the first nine months of 1942, there were added 83 percent as many men as in the same period of last year and these new men have done 98 percent as much new man business as produced by last

Hiller Given Plaque for Outstanding Work

Walter N. Hiller, "millionaire" producer of the Stumes & Loeb agency of

Penn Mutual in Chicago and past president of the Chicago Association of Life Underwriters and Chicago C. L. U. chapter, was presented a plaque at a joint gathering of those two associations by J. H. Brennan, Fidelity Mutual, association president, in behalf of the C. L. U. chapter. The award was for having given outstanding service in Chicago during the last year in attaining the C. L. U. objectives. These include affiliation with local C. L. U. chapter and life association, good government, organization and civic activities.

Mr. Hiller is the immediate past president of the Chicago association. Chicago life men are unanimous that his administration was one of outstanding achievement and progress, of great expansion of activities, nationally recognized accomplishments in war bond sales, etc. While he was president of the C. L. U. chapter the interests of C. L. U. work and the membership in Chicago were greatly advanced and many agents were induced to begin these studies.

Mr. Hiller for many years has been a million dollar producer, is a qualifying and life member of the Million Dollar Round Table of the National Association of Life Underwriters and an authority on life insurance for tax and business purposes.

year's larger delegation. If that is typical then the business is adding only 55 percent as many new men as were added five years ago and they are accounting for 93 percent as much new man paid volume.

There is much "quick business" available, Mr. Chapman stated, and managers are putting new men into production in a manner reminiscent of the early 1920's. The new man seems to be particularly adept at dealing with the so-called "new rich" market.

The gloomy truth remains, however, the business is adding today but two new men for each three men who depart. Thus the decreased rate of induction is the crux of the problem.

The average and median age of new full time ordinary agents recruited during May, June and July of this year was 42. Yet 30 percent of the recruits were age 34 and under. Of the total 4.6 percent were under 25, 24.3 percent 25 to 34, 30.2 percent from 35 to 44, 28 percent from 45 to 54, 10.8 percent 55 to 64 and 2.1 percent 65 and over.

The average age of the agency force was 45 last Dec. 31, and he predicted that the age will increase rapidly because there is an increasing disposition to hire a larger proportion of older men and fewer younger men and present conditions have tended to concentrate terminations in the younger age bracket.

Of the men recruited in the spring and summer of this year, 59 percent were salesmen. One-fourth were priority casualties, having been salesmen of automobiles, appliances, tires, etc. Half of them had previously been part time men, brokers or general insurance men or had had contracts with other companies. The remaining one-fourth had been salesmen of real estate, securities, etc.

Another 15 1/2 percent came from executive and semi-executive, professional and semi-professional groups.

Mr. Chapman concluded that the greatest source of new man-power is that of casualties of the war economy.

Despite the long range desirability of the younger man, the trend to older



W. N. Hiller

agents is neither as costly nor as unfortunate as would superficially appear, he said, for the total production to be expected over a period of 10 or 20 years from a given number of new agents is greatest for those 35 and 39 years of age at entry.

Even in Canada the recruiting has not come to a complete standstill, he said. Mr. Chapman quoted a letter from a manager in Winnipeg, who has already put on four men who have been discharged from the armed services. A manager in Canada cannot approach a man unless the manager receives a permit for an interview from the selective service. However, he said the authorities are very fair and give all the co-operation necessary. There are opportunities for getting new men in Canada, he said, since plenty of industries have had to fold up and the medical standards are so stiff for the armed services that a high percentage are turned down. This manager states he still does his recruiting for young men only and simply asks his center of information to furnish him with names of men that they know have been definitely rejected or turned down. Men that were in the armed services and are disabled are receiving a fixed income for life. Many of these men are not so disabled as to be unable to sell life insurance.

Idea That Recruiting Is "Out" Is Fatal

(CONTINUED FROM PAGE 1)

zation and to give themselves unsparingly to the support and encouragement of general agents in their effort to find new material which will adequately carry forward the great work in which all are engaged.

In the first six months of this year, the new organization results in Penn Mutual were about equal to those of the first six months of 1941 both in men and production. The results have slipped in succeeding months, he said, but he expects them to pick up again. Penn Mutual, he said, has lost approximately 30 percent of its full time organization. No general agent can with equanimity take the financial beating that such conditions entail. Penn Mutual has undertaken to impress upon its general agents the necessity of organization building and it has tried to implement and supplement the efforts of the general agents to get the job done. From one to three men are constantly in the field with the general agent on the recruiting job. Reminders of various kinds are sent to the general agent to induce him to keep the recruiting phase of his work to the front.

Occasionally Penn Mutual conducts experiments on types of advertising and in getting the members of an agency interested in helping the general agent to secure new members. A constant stream of ideas and material is flowing into the hands of the general agents. Recently two-day meetings were held with general agents and managers in which one full day was given to recruiting. The constructive thoughts that were brought out at these meetings were gotten together and distributed to the general agents.

Ia. Quarter Million Club Meets

DES MOINES—The Iowa Quarter Million Dollar Club held its fall round-table meeting here. William Strief, Equitable Life of Iowa, Des Moines, chairman of the club, presided.

P. C. Irwin, associate actuary of Equitable Life of Iowa, discussed the 1942 revenue act as it affects life insurance, including income and gift taxes and pension trusts.

T. H. Tomlinson, assistant superintendent of agencies of the Bankers Life of Iowa, talked on "Property that Delivers" and Roy Frowick, also of the agency department of Bankers Life, presented a sales demonstration.

Mr. Strief announced that all of the members of the Iowa club will receive shortly a report now being compiled that will include answers to many of the objections raised against life insurance.

Jules Anzel Leader in Founders Month

NEW YORK—The achievement of the Jules Anzel agency of Continental American Life in leading the entire field force during its annual founders' month, which this year marked the company's 35th anniversary, was praised by President A. A. Rydgren. The president and one of the two vice-presidents of the leaders club are members of the agency. Oscar Newman, a young man who has been in the business only six months wrote and placed 20 cases for the month, was leader in both volume and applications and becomes president of the club. J. D. Garfunkel, also of the Anzel agency, is vice-president of the club, while Mr. Anzel, J. W. Fox, supervisor, and Victor Lagow ran fifth, sixth and fourteenth respectively. This year, the agencies in New York state were pitted against the company's other agencies with the New York agencies the victor.

The month was the best the Anzel agency has enjoyed in a 12 month period. About 75 percent of the business was written on new policyholders, a considerably higher ratio than usual.

Can Annuity Be Taxed as Property? Question Up in Ky.

LOUISVILLE—The Kentucky court of appeals has been asked to determine if annuities are subject to property or ad valorem taxes.

The case involved a \$6,182 annual income received in 1941 by Mrs. Samuel Hikes, Louisville, widow of the former president of the Grocers Baking Co.

Circuit Judge Beauchamp voided the tax levy on the income from policies for \$183,819 held by Mr. Hikes at his death. The board of tax commissioners appealed from the lower court ruling.

L. S. Grauman, Jefferson county attorney, declared that the county tax board had determined the tax through use of mortality tables, to establish probable span of life remaining to Mrs. Hikes, and length of time she could probably enjoy the property right of collecting the annuity.

Her attorney contended mortality tables had no bearing on the case. He said Mrs. Hikes paid her state income tax on her income from the annuities, and denied that the state has any right to impose a property tax in addition.

Ohio Federation Honors Adams

At the annual meeting in Columbus of the Insurance Federation of Ohio, Claris Adams, president, Ohio State Life, was elected vice-president.

On the executive committee are J. S. Drewry, Mutual Benefit Life, Cincinnati; C. Vivian Anderson, Provident Mutual, Cincinnati; W. B. Cornett, Loyal Protective Life, Columbus, and Clarence E. Pejeau, Massachusetts Mutual, Cleveland.

G. W. Steinman, president Midland Mutual, and Ray Hodges, superintendent of agents, Ohio National, are directors.



A Legal Reserve Fraternal Life Ins. Society
309 W. Jackson Blvd., Chicago

THE WOMAN'S BENEFIT ASSOCIATION

Founded 1892

A Legal Reserve Fraternal Benefit Society

Bina West Miller Frances D. Partridge
Supreme President Supreme Secretary
Port Huron, Michigan

LEGAL RESERVE FRATERNALS

Fidelity Life House Organ Cited by Treasury

Fidelity Life, Fulton, Ill., has received a citation from Secretary Henry Morgenthau, Jr., of the Treasury for distinguished service in behalf of the war savings program through its policyholders publication, "Fidelity Topics." Each issue of this magazine reminds thousands of readers, through pictures, statements and human interest stories by members serving in the armed forces, of the necessity of buying war bonds and stamps.

President Walter C. Below reported the society has purchased \$300,000 of government bonds since Pearl Harbor, a sum which exceeds all first year premiums collected in 1942, and that local lodges in 11 states have purchased more than \$10,000.

The society also has received recognition from the Office of Civilian Defense for articles relative to civilian defense and the new V-Home campaign.

President Below reviewed the year's activities, saying his society's officers have resolved to continue to use every resource to aid in all worthwhile efforts so long as this war continues.

"Life insurance," he concluded, "has an important role to play in this war, and it is successfully carrying out the task that is assigned to it."

Illinois Report on the North Star Benefit

The Illinois department has filed its report of the North Star Benefit of Moline, Ill., a fraternal. It writes legal reserve life insurance on the fraternal plan. Its assets are \$1,254,432, surplus \$157,296. The report says the cash position is well maintained and the surplus fund is being currently invested in diversified income producing securities. When each of the years is under review the new business written has proved sufficient to offset terminations and reflects an increase in the amount of insurance in force. The examination is as of Dec. 31, 1941. The chief operating officer is O. R. Christofferson, who is the treasurer. The total income last year was \$187,709 and disbursements \$190,978. Its legal reserve is \$1,070,078. It has \$5,745,028 insurance in force. The total new business was \$1,654,192.

Degree of Honor Wisconsin Group Elects Mrs. Kane

MILWAUKEE—About 200 delegates attended the annual dinner opening the two-day state convention of Degree of Honor Protective. Mrs. Frances Buell Olson, president, and Mrs. Clara Bender, secretary, both of St. Paul, spoke at a model lodge meeting after the banquet. A class of candidates was

initiated, drill work demonstrated and other rituals presented.

Mrs. Agnes Kane, Superior, was elected president; Mrs. La Ville Johnson, Spooner, and Mrs. Lillian Sharen, Milwaukee, vice-presidents, and Mrs. Dorothy Neeb, Milwaukee, secretary.

Schuster Named Head of Indiana Congress

War-created problems of fraternal life insurance societies were discussed at the annual meeting of the Indiana Fraternal Congress in Indianapolis. August J. Schuster, Hammond, was elected president. Other officers are: Arthur Sapp, Huntington, first vice-president; Mrs. Gertrude Hoople, Gary, second vice-president; J. B. Craig, Indianapolis, third vice-president; August F. Faubel, Indianapolis, fourth vice-president; Mrs. Dorothy M. Adang, Fort Wayne, alternate vice-president, and Richard Garity, Indianapolis, secretary-treasurer.

Knights of St. George to Hold Open House

Catholic Knights of St. George will hold an opening and house warming Nov. 24 in its new supreme office located at 702 Brighton road, N. S., Pittsburgh. A luncheon will be tendered by the officers to visitors. The office will be open for inspection the evening of Nov. 24 when there will be an entertainment program.

W. L. Schubart, supreme trustee and for many years secretary of branch No. 13 in Pittsburgh, died. Louis Seethaler, supreme treasurer many years ago and at one time a trustee, and director of Home branch No. 128 since it was organized, also was taken by death. He was treasurer of Knights Life.

N. F. C. Leaders to Meet in New York Nov. 29

The executive committee of the National Fraternal Congress will hold a meeting in New York City Nov. 29 just preceding the mid-year gathering of the National Association of Insurance Commissioners. N. J. Williams, N.F.C. president and head of Equitable Reserve, will preside.

Observe Two Anniversaries

In observance of the 45th anniversary of Equitable Fraternal Union and the 40th anniversary of Fraternal Reserve Association, merged several years ago to form Equitable Reserve, a turkey dinner was served at Oshkosh, Wis. Dio W. Dunham, society editor, Neenah, Wis., spoke on the history of fraternal organizations. Dale Allen, local assembly president, was toastmaster. At the next meeting, President N. J.

Williams will present service awards to relatives of members in service. President Williams who is president of the National Fraternal Congress spoke at the 45th anniversary dinner meeting of Assembly No. 1 at Neenah. Service awards were given 25 members.

Royal League Has Induction

Over 600 officers of councils of Royal League in the Chicago area recently were installed at a public ceremony there with a patriotic background. James J. Kerwin was master of ceremonies and a Treasury representative presented the society a minute man flag for 100 percent participation in purchase of war bonds to the extent of 10 percent of employees monthly salaries. Ben H. Gienger conducted the induction of new officers. Mrs. Vivian Watkins, editor, and Mrs. Selma Watkins superintended the rehearsal and other details. Fred A. Johnson, vice-archon, presided.

Honor Aleshire This Month

November is "president's month" in the Modern Woodmen in honor of President O. E. Aleshire. New business for the first 10 months this year totaled \$19,741,050, of which, \$10,837,550 was adult business and the remainder junior. October new business was \$1,655,335.

Rouleau Fills Vacancy

J. L. Rouleau, superintendent of agents and local lodges and a director of L'Union St. Joseph de Drummondville of Drummondville, Canada, has been appointed general secretary and treasurer. He fills the vacancy created by the death recently of J. W. St. Onge.

J. H. Abrahams, secretary Security Benefit, is a lieutenant (j.g.) stationed at the naval air station at Quonset Point, R. I.

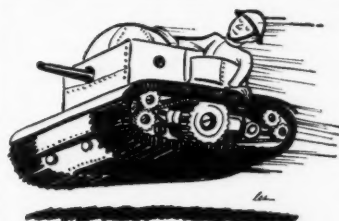
Gordon Bubolz, president of Home Mutual and secretary of Home Mutual Casualty, Appleton, Wis., has been elected a director of Lutheran Brotherhood of Minneapolis.

ACCIDENT

Great-West Life Extends Accident-Health Program

As a result of its first half year's experience in the accident business, Great-West Life has made extensive additions and revisions to its accident and health program.

One of these additions is "off the job" accident coverage. Due to thou-



HIGH MORALE —and why not?

• The knowledge that you have the finest in equipment, helps, whether you be a soldier or a life underwriter.

Fidelity representatives are equipped with the best in new sales equipment and prospecting aids. Their morale is high. They are selling more protection than they did in 1941 by a substantial margin.

For details about these morale builders, write

THOMAS O. HERTZBERG
General Sales Manager

Fidelity Life Association

FULTON, ILLINOIS

Legal Reserve Life Insurance

sands of white collar workers leaving their jobs to work in defense plants and other industrial organizations, there is now a large market for non-occupational coverage. The company will now consider risks classified as D to F, which were not covered previously, so that risks in the more hazardous classifications will be able to purchase the same broad coverage as issued to an A risk.

Another feature that will open up a broad new field of prospect is juvenile coverage for children of school age covering medical expenses resulting from an accident.

Smith Manager at Atlanta

H. E. Smith has been named manager of Provident Life & Accident's railroad department branch office in Atlanta. He has been with the company 10 years, starting with the railroad department upon graduation from University of Georgia. He starred in football while at college and now frequently referees college games.

Murphy Case in Neb. Upheld

LINCOLN, NEB.—The Nebraska supreme court stands by its former ruling in the case of Murphy vs. Travelers, which was challenged by the American Life Convention, eight casualty companies and several health and accident carriers. The court allowed a reargument, but did not change its position.

Murphy, an Omaha dentist, lost the use of his hand through using an x-ray machine over a period of years. He held two accident policies with the accidental means clause. The company refused to pay on the ground that the atrophy resulted from his own voluntary acts and that he had full knowledge of the dangers of the practice followed.

The supreme court held that his injury resulted from accidental means and that "where an unusual, unexpected and



**MAKE LIBERTY
LAST FOREVER**

BUY

**UNITED STATES WAR
BONDS AND STAMPS**

For the duration, Royal Neighbors of America will devote all of its advertising space to this one message, thus exemplifying patriotic principles it has practiced for 47 years. In defense of the home and family, the society provides sound legal reserve life insurance for women, men and children.

**ROYAL NEIGHBORS
OF AMERICA**

SUPREME OFFICE, ROCK ISLAND, ILL.

Family Security vs. War Bonds

President Roosevelt has made the statement and reiterated it, that maintaining one's Life Insurance is highly important in War time.

This Truth has been recognized and adhered to in Great Britain and Canada, notwithstanding the requirements of these governments for the purchase of war securities by the citizenship.

Not only have the British and Canadian families kept their Life Insurance in force, despite high taxes, increased living expenses, and the purchase of War bonds, but they have added large amounts of New Insurance.

British families increased their Insurance 19% in 1941 and Canada increased 16%.

What they can do—United States families will equal and exceed.

EQUITABLE RESERVE ASSOCIATION

Neenah, Wis.

Legal Reserve Life Insurance for Men, Women and Children

unforeseen injury results from an intentional act of the person injured, the ensuing injury is caused by accidental means, even though no mischance, slip or mishap occurred in the doing of the act."

New Policy for Women

In view of the rapidly expanding women's market, Loyal Protective Life has put out a new business women's disability policy, which is issued only to women engaged in a gainful occupation at other than place of residence.

It pays for two years for total accidental disability, with one-half partial for six months; 12 months for confining illness and one-half non-confining for two months, with one-fourth monthly indemnity for physician's service for non-disabling injuries. Hospital and nurse coverage can be provided for additional premium. Fare-paying air travel is covered. Pregnancy, childbirth or miscarriage are excluded.

The annual premium for Class AA, ages 20-39, \$2,000 principal sum and \$100 monthly, first day coverage for accident and seven days elimination for illness, is \$40; ages 40-44, \$46; 45-49, \$52.

Need Clarification of Agent's Status

(CONTINUED FROM PAGE 2)

tribution by entering war industry he is prepared to make the change. But he has been told that life insurance is a vital industry with respect to morale building and war financing, vital in combating inflation and in that it is a great stabilizer of economic conditions.

It is impossible for the agent to concentrate on the job at hand when he is constantly being told that he is going to be pulled out and put to work in some other industry. Is he an essential worker? Where can he make his maximum contribution? That is the unanswered question that is doing most today to lower morale among field men. They look to management for the correct answer.

Mentions Mileage Problem

A clarification of this major problem, Mr. Rutherford said, will provide a basis for the solution of related problems, such as mileage rationing. The N. A. L. U. conducted a survey of the minimum mileage needs of fieldmen in areas served by 302 local associations. The reports covered 64,369 field men. Of this number 12 percent said they could get along on A books, 56 percent required B books and 32 percent said they could not carry on their work without more than a B book.

The mental attitude of the 32 percent was disturbed by the announcement of the OPA that "salesmen" would no longer be given C books.

Mr. Rutherford said the life insurance salesman should not be grouped with nor treated as a salesman of commodities.

The fieldmen believe that an organization representing the entire industry should immediately present the facts to Washington authorities for clarification of his status.

The agent needs to be told and to be shown specifically how he can adjust his operations to the present situation.

More Sales Per Gallon

"More sales and service per gallon" must be his objective. As an aid to him, the N.A.L.U. is proposing that the local associations hold a series of sales clinics, one a week. Every aid to him shall there be discussed and demonstrated. Non-members would be invited.

Mr. Rutherford said the war should not cause postponement of action on the problems of compensation and agency practices.

Mr. Rutherford's talk stirred the audience deeply and President O. J. Arnold took the platform to submit a resolution which was adopted. This memorial cited the fact that the emphasis

of the agents association on improved services and ethics has brought about greater public appreciation of life insurance benefits and this work is accentuated in wartime. It mentioned that the agents have undertaken to extend the distribution of life insurance and the sale of war bonds as a contribution to the war effort.

Under the resolution the Life Agency Officers endorse the constructive efforts of the agents organization and accepts its responsibility to counsel with the agents association as to the best methods for carrying forward and extending the benefits in the months ahead.

Hanselman Tells Union Central Wartime Plans

(CONTINUED FROM PAGE 2)

formerly. They are better prospects than they were in pre-war days.

A third block of our pre-war market is the man who has some capital—\$10,000 or \$20,000 or more laid aside in the bank. Now this man is a good prospect for annual premium insurance to be paid for out of capital. By using 20-year endowment or 20 pay life a very attractive presentation can be made.

There is plenty of work here to keep the agent busy even if there were no new markets created by the war.

New Markets Stressed

Next in the manager meetings these new markets were stressed.

First, there is the new business insurance market—the thousands of small manufacturing concerns that have been converted to war industry. Most of these are making plenty of money and usually they are headed by one man who is so busy that he has no time to train a number 2 man. If the head of this business dies everything gets out of gear at once and production slows down. Government could step in and take over the plant. But suppose the survivors could reply "We anticipated this situation. We had \$25,000 of business life insurance on Mr. Boss and we don't have to take three to six months to reorganize—we can afford to lose that \$25,000 in a quick reorganization and we'll be back into full swing within two weeks."

The other new market is the great new rich market—that big group composed of hundreds of thousands of people who formerly made \$15 to \$30 per week and who now make \$50 to \$100 or more per week. "We are working hard to find the answers and we intend to keep working until we do find them. A few of our men have attained some degree of success in this field but we still do not feel that we have the real solution."

A salesman's job is to learn to talk the language of the prospect. It is said these people won't have the money to keep up their policies after the war is over and the lapse rate will be high. "Now why should we decide that against ourselves," he said. "How do we know who is going to have the money after the war. If the present trend of government's attitude toward the worker continues he will be relatively well off for a long time to come."

Objections Are Alibis

"In my book these objections are all alibis that arise out of the fact that it's always easier to follow the line of least resistance and say that a tough job can't be done. All I know is that here is a tremendous market that is badly in need of life insurance. If we don't solve the problem of inducing them to buy adequate coverage, someone else will and that won't be good for the life insurance business."

Next the problem of recruiting was taken up.

After analyzing the manpower study and pointing out that Union Central had lost 232 full-time men in 16 months, it was shown that there had been hired 187 new full-time men and that approximately one-third of them turned out successfully. To maintain the size of

the organization it would be necessary to increase the induction rate 300 percent to 400 percent.

Union Central said recruiting should be confined primarily to men over 45 and women. For 10 years it had been telling them to recruit men under 40 and no women. Recruiting, training, supervision and financing had been geared to this younger group. "Now we were asking them to forget everything we had given them in the last 10 years and start over. And, more than that, to increase their induction rate 300 percent to 400 percent."

Cite Canadian Studies

"We used the Canadian companies' study of persistency and production of manpower by age groups. In this study men hired over 45 show up very favorably. Also we used a study of our own company which showed that in spite of the fact that for 10 years we had concentrated on hiring young men, today 70 per cent of our successful producers are over 40. Then we examined individually the records of about 50 well known Union Central agents who were over 40 when they entered the business."

"We next gave them as much evidence as we could find to illustrate that women can become successful life underwriters. We pointed out that although only 4½ per cent of our agents are women, 7½ percent of our \$100,000 producers are women. We examined the records of these successful women agents and gave the managers as complete information as possible as to age of entering the business, previous training, etc."

Program Strictly Business

"The effect of the meeting was to leave the feeling that the agency program was not just conversation but must mean business or the company wouldn't have taken such care to prepare for the meetings so completely. Of course meetings of this kind can be only the kickoff of a program. Most important is keeping the game going after the kickoff."

On the agency department letterheads used in correspondence with managers Union Central has printed its two wartime agency objectives.

There exists a home office circularization service for use of managers in contacting centers of influence and prospective agents.

Four members of the agency department are spending a great deal of time in the field. The home office works alongside the manager for a week or more at a time.

Recruiting Advertising

Part of the national advertising is grooved to the recruiting problem. Last month Union Central ran a full page advertisement under the headline "At 50 I'm Clicking in a New Career."

"This month, we are running a full page in Life in which we let the prospective agent read over the shoulder of a wife who says, 'I'm so proud of John—at 48 he's successful in a new career.'"

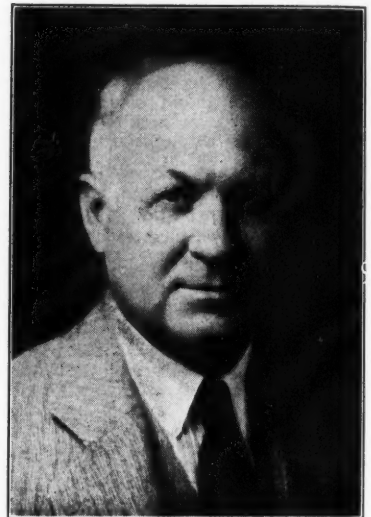
In November there is being run a "New Front Campaign." Agents must turn in at least 10 new names each week which were obtained by asking the question: "Whom do you know who is making more money than he did last year?" Applications the first 14 days of November show an increase of 32 percent over the first two weeks of October.

M. E. Holahan Is Named Illinois Chief Examiner

M. E. Holahan has been appointed chief examiner of the Illinois insurance department. He has been with the company examination branch of the department the past year. Recently he has had charge of reorganization of the small loan division of the department.

Mr. Holahan succeeds Lorenz Jost, who has been with the department seven years. Mr. Jost went to the department from Minneapolis, and is now in Minneapolis on a visit.

Replacement Record Is Much Improved



FRANK L. JONES

By volume and cases during the past year there were substantial declines in cases offered by one company to another to conserve its business, Frank L. Jones, vice-president of Equitable Society, declared in reporting as chairman of the committee on replacements at the meeting of the Life Agency Officers-Research Bureau in Chicago. The number of cases in which opportunities were offered to other companies in the signatory group to conserve their business decreased by more than 50 percent in 1942 and the volume decreased by 25 percent.

The replacement plan is the chief factor but not the only one contributing to the good results, according to Mr. Jones. There has been a decrease in the activities of outside organizations and men who seemingly influence the lapsing of much business and its replacement in other companies. There are 94 companies in the signatory group. The total number of cases of opportunities offered other companies was 833.3 in the amount of \$9,224,361 and the opportunities received from other companies numbered 809 of which 338½ in number and \$4,617,649 in amount were conserved.

Agent's Average Volume Up

LINCOLN, NEB.—Midwest Life in the first nine months had 13.4 percent fewer agents producing, compared with the same period a year ago; 7.6 percent less new business, but an average production per man of 7 percent more. Average production of the 10 leading producers increased 8 percent. The company concludes from these figures that while war services and war production have made some inroads on manpower, the results of those remaining in active production are appreciably better.

Dr. J. Raymond Schultz, president Standard Life of Indiana, spoke at a dinner meeting of Group 9 of the Ohio Bankers Association at Cleveland.

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Sales Ideas and Suggestions

Old Ideas Still Work but Changes in Tactics Needed

CLEVELAND—Three former sales managers addressed the Cleveland Life Underwriters Association, outlining how they are meeting today's sales conditions. They were William Farmer, Mutual Benefit Life, Edwin Pollak of Equitable Society, and David Warshawsky, Reliance Life.

Mr. Farmer, an automobile sales manager before entering life insurance in 1938, gave pertinent reactions of a comparatively new man in the field. The new man, Mr. Farmer said, often walks where angels fear to tread. He often uses old sales points in his interviews because they seem so logical and so convincing. Most old timers in the business have ceased to use such arguments because they appear outdated. Yet when the new man applies them, with no consciousness of their age, he brings home the bacon. "Certainly this indicates that we should not forget or ignore sales points merely because they are old and we feel they are overworked. Very often they are completely new to the prospect," he stated.

Takes Ingenuity to Win

Mr. Warshawsky, who entered the business in 1929 after giving up a \$12,000 position as sales manager, now has a record of 10 years of consecutive weekly production and several years with over a million in paid-for business. Conditions today, Mr. Warshawsky pointed out, show that economic history repeats itself. "We are experiencing our own war here on the home front and it will take ingenuity and effort to win. Life insurance is now getting back on its feet and battling its way after the setback of Pearl Harbor."

Mr. Warshawsky compared the present era with the alibi days of 1929-30 when some of the strongest entrenched men toppled. Since then, he said, we have had the greatest era of life insurance we have ever known.

The successful life man must follow conditions and meet the changes with a change in tactics. He must understand what is taking place in order to properly inform his prospects. We are no longer living in an age of peddlers.

The fundamentals of life insurance selling are always good, and age changes will continue to be a motivating factor. "I find that the men I sold to when I first entered the business now have sons and daughters who are growing up. Such natural fields of expansion must not be overlooked. In general, analysis work provides the logical openings for more business."

Money Is There

Out of 130,000,000 people there are only 5,000,000 in service, and the incomes of working people are higher than they were a year or two ago. "The money is there but you have to work today to find it," Mr. Warshawsky declared. "Aside from hard work, we must also have the right mental attitude. This is most important. It takes whole-souled confidence to make good in business today. We must have a positive, winning attitude and this requires that we know our strength and resources. Actually there is a thin line between success and failure and that line represents the mental attitude. Those who are far surpassing old records today are not doing so because they have suddenly acquired genius, but rather that they have acquired a new mental attitude. We have to think in terms of success and not failure, and

then put up a real fight for the things we have determined to accomplish."

Programming as a source of prospects was discussed by Mr. Pollak, who has produced a quarter million or over for 12 years. After several years in business, he found he was running out of prospects and business was not what it should be. Accordingly, he decided to improve himself by taking his company's course in programming. It did two things for him. It enabled him to override a complex and regain new confidence, and it enabled him to go through his files and select 150 new prospects, enough for 3 years of work. Many of these were friends of considerable earning power who already had substantial insurance and whom he had refrained from calling upon because he felt he had nothing to offer them.

Mr. Pollak said that he has learned

to talk in terms of income for all purposes. "When you talk with a man who is really serious with you, he will tell you all—his income, mortgages, and debts. And, if you give him a chance, he will tell you what he wants. Just give him a chance to buy intelligently."

Looks for Family Consciousness

"Don't waste your time trying to program for a man who is not family conscious. Ask your prospect when he would like to retire, and how much he would like to retire on. Then ask him how much he would like to have his family have in case he didn't live to the retirement age. If the last question proves that he is not family conscious, forget about programming and sell him an annuity," Mr. Pollak advised.

Programming is not only a real life insurance service but it provides a steady flow of prospects. "The greatest satisfaction I get out of the business comes when I deliver the finished product and the client tells me it is the first time he has understood what he is getting," Mr. Pollak declared.

Birth Rate Gains, Social Security Boon to Sales

NASHVILLE—The estimated increase of 168,000 in births in the U. S. in 1942 should be an opportunity for life agents to sell ordinary life, James F. Eubanks, division supervisor Metropolitan Life, pointed out before the Nashville Association of Life Underwriters.

There will be 2,679,000 babies born in 1942, an increase of 168,000 over 1941, and 300,000 over 1940. Every new father is a good prospect for life insurance and it is the duty of life agents to call on them at the time when they are thinking of the realities of family life, of the necessary readjustments in the family budget, and of future requirements to care for and educate the newborn child, Mr. Eubanks declared.

Overlook Wage-earners

"Many life agents have been spending too much time with the higher salaried groups and we should not overlook the fact that the income of those making less than \$3,000 a year has risen from an average of \$587 in 1935 to \$1089 in 1942. This group is more interested in insurance now than ever before. They are not hit as heavily by federal taxes as those in the higher income brackets."

"It is in this lower income group, representing about 46 percent of the whole, that most of the birth increase has come. The birth rate increase is not due to 'soldier marriages' but to a greater feeling of security among the civilian population due to social security. Social security is a form of insurance and the insurance agent should capitalize upon that fact."

Survey Policyholders' Needs

Metropolitan Life at the present is engaged in a survey of its policyholders' service needs, Mr. Eubanks reported. Among the questions asked are: "Are you covered under social security and, do you know how much your income will be under this plan?" To the first question, out of the first 534 answers, 270 replied "yes" and 269 "no." It is the duty of life agents to fully inform those with whom they may deal about social security. In selling ordinary life they can then use the social security program as a base for adequate protection for the future.

"Every American child born today inherits a life insurance program and the

life agents who make it their job to tell their parents about the value of it not only increase their sales but will add to their prestige with the public," Mr. Eubanks declared.

"The 'your and your family' sales appeal, used successfully so long by life insurance producers, still a good approach to the father of children, has to be modernized. We used to propose a program that would produce an income of \$100 per month. Today, we make this \$50 or \$60 per month, to be added to the income from social security. Now we sell an insurance program that will fit in and add to the social security protection that the prospect already has."

"Our agents are developing a sales 'pattern' by improving and perfecting their sales talk with the object of improving their rate of closing. By this new efficiency in selling many of them have improved their rate of closing to an average of one out of every two prospects interviewed as compared with a onetime average of one out of every eight or ten."

"The salesman on the industrial debit has the best opportunity to capitalize on social security in selling because he has the greater opportunity to get acquainted with the people, but the ordinary life salesman may accomplish satisfactory results by the endless chain method."

Suggestions for Selling Under Gas Rationing

LANSING, MICH.—Suggestions for successful selling under gasoline rationing conditions were given to the Lansing Association of Life Underwriters by Harold E. Brogan, president of the Michigan association and Lansing district agent of Ohio National Life.

Mentioning high current incomes due to the heavy employment at high wages on war work, he advised that the first step be a doubling of the prospect file, to increase the number of prospects within any limited area easily accessible to the agent. He suggested that the agent obtain the names of "two suspects" from every prospect, get names of three "references" for every application, and use every other legitimate means for building up the name file.

With an enlarged prospect list, it was recommended that pre-approach let-

ters be used; that work be zoned, to prevent doubling back over previous territory; that more calls be made by appointment, thus assuring prospect attention without the frequent annoyance—to the prospect—of an inopportune call; greater use of the telephone but only "after study and practice," and arranging for more appointments in the agent's office, where conditions generally are best for closing a sale.

Mr. Brogan pointed out that life men can do much to make themselves essential to the war effort. Noting that a recent survey showed typical Michigan agents spending from 5 to 40 percent of their time on outside activities pertaining to the war, he said agents "can be a great army of morale builders."

"Do you know of anything that will keep a father's morale at a higher pitch," he asked, "than to know that those whom he loves will have food, clothing and shelter, war or no war, inflation or deflation? . . . I believe it is our job to tell the fathers the problems which they must face and make them think about them enough so they will act. Men will not buy because of net cost, but they will buy because their families must go on living. They will buy if we stick to fundamentals. . . . Let's remember that no other property guarantees to produce income under all conditions—present life insurance as the only solution."

Mr. Brogan also told of a state-wide program to provide the broadest informational service to present and prospective service men as a special responsibility of the organization.

Unauthorized Tax Hits Few Policyholders

Although the newly enacted federal stamp tax of 1 percent on the premiums paid for life insurance by residents and citizens of the U. S. in companies that are not authorized to do business in this country may appear to be of somewhat remote interest, yet there is a certain amount of life insurance owned in this country in foreign insurers that do not do business here, principally British and Canadian. For instance Marshall Field, who recently went into the market for the maximum of life insurance that he could get, not only took the limit that was available in the companies operating in this country but it is understood that he purchased additional insurance from English companies that are not licensed here. Also executives and certain employees of English concerns working in the United States sometimes are presented with policies of English companies by their employer. This is true of some of the English fire and casualty insurance companies in this country. Then there are Canadians and Englishmen who have policies in companies of their native land but who are now naturalized American citizens.

The new tax also applies to premiums for unauthorized accident and health insurance. This will affect mainly those who have accident policies with London Lloyds. Quite a number of well to do persons have large limits of accidental death protection with London Lloyds and perhaps an even larger number have over age accident policies with Lloyds. Lloyds is licensed in Illinois and Kentucky and if the policies are counter-signed in those states they would not be subject to the federal tax of 1 percent.

Find Team Work Pays

R. H. Magruder and Loris H. Stanford, Mexia, Tex., working as a team for Amicable Life in writing business cooperatively, wrote and paid for more than \$100,000 in October. Since deciding to work as a team rather than individually, the volume of business they have produced has grown in amount each month.

Assn. to Seek Out Leadership Timber

(CONTINUED FROM PAGE 3)

ment of E. H. Perkins, general agent Provident Mutual, Albany, as acting chairman of the important general committee during the absence of Philip Chase, Northwestern Mutual, Syracuse.

Except for the Adirondack association all 17 member organizations were represented, most of them by their full quota



Henry N. Kuesel, manager Phoenix Mutual Life, New York City, and Albert Hirst, New York City, association counsel and consulting legal editor of the Diamond Life Bulletins.

of three delegates. In the reports from the local groups an interesting feature was the number of associations which are promoting C. L. U. study groups. Quite a rivalry has sprung up between Elmira, which has 12 of its 30 members studying for the designation, and Ithaca, with eight of its 12 members taking a course.

Sales Congress Cancelled

Because of the government's request that travel be curtailed, the association has called off its spring sales congress ordinarily held at the time of the annual meeting. The latter will be held, however, probably in some central New York city.

At the luncheon President James A. Fulton of Home Life of New York gave the stirring address on life insurance in



Members of the Treasury war bond staff: Jonas S. Touchstone, special representative handling payroll deduction plans and former salary deduction manager, Lincoln National Life; E. K. Sperber, Bruce Smith, and P. H. Conway, associate New York state administrators. Mr. Conway is general agent of John Hancock Mutual at Syracuse.

the war and postwar period which was an outstanding feature of Home Life's leaders' club and which has been in such great demand that the company has printed it in brochure form.

The afternoon session was devoted to a presentation on war bond sales by representatives of the Treasury, including Jonas S. Touchstone, special representative handling payroll deduction plans, and former sales manager of Lincoln National Life's payroll deduction department; E. K. Sperber and Paul H. Conway, associate New York State administrators. Mr. Conway is general agent of John Hancock Mutual at Syracuse.

Resolution Lauds Pink

The association adopted a resolution commending the quality of insurance supervision in New York and stating that "New York state has been particularly fortunate in the appointment of the various men who have filled the office of superintendent of insurance," and that in view of these facts the association "records its deepest appreciation of the splendid services which Superintendent Louis H. Pink has rendered from the day he joined the department..." Copies

were sent to Governor Lehman, Governor-elect Dewey and Mr. Pink.

Julian S. Myrick, second vice-president Mutual Life, and honorary president of the association, brought the meeting to a close with the "benediction" that has become one of the organization's traditions. There followed a cocktail party given by the New York City Life Managers Association.

"New" Market Not Strictly New

(CONTINUED FROM PAGE 4)

quent visits in the homes of policyholders he does have the advantage of close association with them. He pointed out that more than 200 Metropolitan Life men have the C.L.U. designation. Debit men in all companies are learning to analyze needs. About one-third of the membership of the National Association of Life Underwriters is made up of weekly premium men. Industrial insurance is merely life insurance sold in smaller packages.

Puts Shoes on One at a Time

The man who sells both industrial and ordinary puts his shoes on one at a time and sells exactly the same commodity that the rest of the agents sell. He just sells it in homes where he is well-known, in a wider range of amounts and on more different premium arrangements. For the man on the debit the so-called new market is not "new." Defense workers are not a new kind of people. They are the same kind of people working on different jobs for more pay. The woman who goes into employment at good wages is not a different type. She does have, however, a greater premium paying ability. The same children are to be sold juvenile ordinary, and their parents are better off and more able to pay premiums for them. It's the same old crowd with more money to spend and not much on which to spend it. These people are prospects for all agents.

Debit Man's Advantages

In getting to these prospects the weekly premium man has some advantages, since for years he has been in constant touch with these people. He is accustomed to making evening calls.

To the ordinary man, Mr. Stevenson continued, this is a new market, and calls for different methods than he has ever used. Accustomed to do his prospecting in downtown sections, in offices, stores, on the job or in the places of business, the ordinary agent now finds that many of these avenues to production are temporarily closed for repair. The carriage trade has slowed down to a walk.

There are no short cuts to the "new" market. It cannot be reached through a golf game or luncheon engagement. The telephone won't do and direct mail doesn't seem to do the job. The personal interview must eventually take place.

Market Is Analyzed

The weekly premium man is doing business, Mr. Stevenson observed. Last year even before Pearl Harbor one company doing both ordinary and weekly premium business had more than 2,300 men who paid for more than \$100,000 or more of purely ordinary. This same company will have more than 3,000 men in that class this year. Probably 80 percent of the ordinary business of the man on the debit comes from those whose earnings are \$2,500 or less. It is estimated that the purely ordinary

agent gets only 65 percent of his business from that class.

Strictly ordinary companies can get their agents into the new market if the producers will use the same methods that the weekly premium agents use. The real question is "can you afford to get into this market?"

The premium frequency is more than double for the weekly premium man and the average sale is somewhat lower. The weekly premium man can collect his ordinary premiums in person because they are for the most part concentrated in a small area in which he operates regularly every week. If the purely ordinary agent can be compensated for the work he would have to do there would still be problems of auditing and accounting for the companies. Satisfactory persistency is much more difficult to accomplish and the progress that the industrial companies have made, Mr. Stevenson said, would never have been possible without their debit type of organization.

Advances to Agents Held Exempt from Regulation

(CONTINUED FROM PAGE 3)

ernors of the federal reserve system relating to this subject and made some headway, but soon various member banks of the system took an adverse position, which caused the raising of the question as to whether advances and loans made by companies to various divisions came under the regulations so as to require companies to register and comply with the restrictions imposed by the regulations.

It was argued with the Chicago Federal Reserve Bank that such loans were loans for business purposes to a business enterprise and thus exempt and also that such advances were equivalent to the agent receiving his commission payments more or less in regular installments throughout the year instead of in an irregular manner dependent upon when commissions were actually earned. It was emphasized that these advances and loans as generally made do not bear interest and that due to the irregular nature of the commissions in life insurance selling it often is impossible for the agent to repay the loan or advance on terms required by the federal regulations.

The subject was discussed and the attitude of the Federal Reserve Bank of Chicago explained at a luncheon meeting Tuesday of the Life Agency Managers of Chicago by Earl M. Schwemm, Great-West Life, president.

Managers Discuss Question

Mr. Schwemm told of a number of instances which have developed in which managers' and general agents' advances or loans to members of their agency staffs had been held to come under the federal regulations, explaining this adverse action was due to the fact that interest was charged and/or a definite maturity date set, or regular repayments required. In one such case, Mr. Schwemm said, it was found the general agent had been making advances to sub-agents for 20 or 25 years in various amounts, taking their notes calling for interest and definite repayments at specified times. A federal reserve vice-

Ask Consideration for Trained Insurance People

JACKSON, MISS.—Cautioning companies not to attempt expansion into unknown fields in wartime, insurance commissioners of Zone 3 are also recommending as a further wartime measure for the protection of policyholders that consideration be given by the War Manpower Commission to technically trained and essential manpower in the insurance business.

Called by Superintendent Scheuffer of Missouri, chairman, the semi-annual meeting of Zone 3 was held in Jackson as a courtesy to Commissioner Williams of Mississippi, president of the National Association of Insurance Commissioners. Mr. Williams was commended for his publicly expressed attitude regarding the protection of states rights and states sovereignty that might be affected by the federal inquiry in Atlanta.

Other problems discussed at the two-day session were war clauses, reinstatement of policies of men called to service, and the Guertin report on non-forfeiture values.

Unanimous approval was given to the convention system of company examinations.

Present at the meeting besides Messrs. Scheuffer and Williams were Julian of Alabama, Larson of Florida, Gremlion of Louisiana, and their chief examiners, and department representatives from Georgia, Kentucky, and Tennessee.

Chicago Groups to Meet

The Group Supervisors Division of Chicago will meet Nov. 30 to hear Robert F. Spindell, of Spindell-Millet Service, tax attorneys, on estates and tax matters as affected by the new revenue bill. L. F. Brown, new chairman, will preside. The Women's Division will meet Dec. 1, with Chairman Jeannette Thielens Phillips presiding. Sara Frances Jones, Equitable Society, will report on the women's sales congress held in New York. The Life Agency Cashiers Division will meet Nov. 24. L. J. Le Hane, secretary and assistant actuary Central Life of Illinois, will speak. Miss Mildred Krech, president, will preside.

president ruled this agent was clearly engaged in the business of making installment loans under the regulations.

It was related that a Minneapolis organization, Life Underwriters Credit Corporation, solicited life agents and others for the business of making loans or refinancing outstanding loans to agents, making the statement that insurance general agents who extend credit to their staff against future commissions are subject to federal regulation W and if they are to continue this practice must register with the Federal Reserve Bank and observe the laws with respect to extension of credit.

Only recently a prominent Peoria, Ill., general agent received such a letter from the Minneapolis concern and inquired of the Chicago Federal Reserve Bank if this advance to sub-agents came within the regulations. The Peoria man was advised that his advances should be considered business loans and exempt.

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Front row (left to right) Bill A. Schauer, Pittsburgh; Harry G. Walter, Chicago; F. H. Newell, Peoria, Ill.; Max S. Potts, Ft. Wayne, Ind.; E. Paul Hutter, second vice-president and dean of the school; A. M. Hopkins, Jr., home office; Robert E. Florian, Toledo; George C. Howard, San Diego; Robert P. Gygli, Columbus, O., general agent.

Second row: Lisle D. Payne, Des Moines; Garrit Van Ringelesteyn, Grand Rapids; S. S. Willison, Chicago; E. F. Rohde, Newark; A. A. Simpler Philadelphia, and L. F. Pratt, Jr., Nashville.

Top row: Henry J. Gilbertson, Fargo general agent; James M. Royer, Chicago general agent, and William F. Lee, Philadelphia.

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